

Sales Management



Sell By Map

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Map Headquarters

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December, 1921

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Canadian Office:
53 Yonge Street, Toronto, Ontario
W A. Lydiatt, Manager

London Office:
86 Wardour St., London W1, England
Philip Wright Whitcomb, Manager

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Thomas C. Lothian, Manager

Sales Management

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In the Interest of Better Marketing

Volume Four

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Edited by John Cameron Aspley



EDWIN H. SHANKS, ASSOCIATE EDITOR
EUGENE WHITMORE, ASSOCIATE EDITOR
P. R. MEANS, NEWS EDITOR

J. T. KEMP, TREASURER
C. R. JOHNSON, ADVERTISING MANAGER
J. E. WEST, SALES MANAGER



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THE AMERICAN MULTIGRAPH SALES COMPANY

Executive & General Offices E. 40th St & Kelley Ave.
Cleveland, Ohio, U.S.A.

December 1st, 1921.

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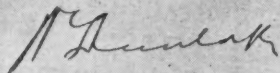
It means keeping men happy, enthusiastic and at work under unusual difficulties.

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W. C. Dunlap,
Vice President in charge of Sales



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SALES MANAGEMENT

Sales Management

A Dartnell  Publication

Volume Four

Chicago, December, 1921

Number Three

Letters to a Slipping Salesman

By the Sales Manager Who Wrote Them

DEAR Jim: It isn't easy to give advice to a friend. It's the quickest way to lose them. Nevertheless, I'm willing to take this chance, first, because I have a profoundly deep affection for you, that somehow borders on the blood-kin thing, and secondly, because my firm would find it difficult to replace you and your peculiar talents.

Do you remember—the night you left for southern territory on your present trip— . . . we walked out of the office together and down into the rainy street? "Come along with me, Old Man," you said to me, "I know a little joint around the corner where we can get a shot of hooch." And I said I thought I wouldn't—that I was afraid of the stuff they were peddling out these days—pleaded with you not to muss with it. You laughed at me and then, as you caught the expression on my face—looked disgruntled, a trifle angry and resentful?

"The firm isn't starting to censor a man out of his business hours, is it?" you threw back at me, somewhat bitterly, as we parted. And my response was: "I'll drop you a line on the subject, Jim," and laughed?

I meant to do it at that moment and this determination was intensified, Jim. It just so happened that I was detained at Allen's. And at ten minutes after nine before I reached the station for my suburban train home. I suddenly remembered that you were taking the nine-thirty for Atlanta.

As I was crossing over to the gate I saw you come along, a porter carrying your two bags. It was necessary for him to help you, guide you, steer the course. You were badly under the weather and didn't see me: I purposely avoided you and let it go at that. But Jim—my fears were verified. Nothing has hurt me worse in a dozen years. I was miserable en route home and have been thinking of you ever since.

Let's see—you have been with us—with me—for fifteen years. During that time, you have always held first place in the organization as an A-1 salesman and the house has rewarded you by pushing you upward as you so richly merited. For my part, as I have often said, and frankly admit here—my affection for

HE was a high-strung, super-sensitive salesman who had become too fond of "hootch." He resented his sales manager "meddling" with his "private affairs." He misconstrued friendly help for interference. On the least provocation he resigned. Yet, as so often happens, he was a bulwark in this particular sales organization. Even though you may not have his counterpart in your selling force you will be interested to see how one sales manager won him over.

you is almost brotherly. I think you're great. That's why I am taking this long chance. I'm writing—at half past midnight, here at my house—to say the things that have been crying to be said, but which I have not been able to say to you—direct. I just couldn't do it, that's all. I've tried—and failed.

I know your hot temper. I know how you are apt to take this letter. It must be written, nevertheless. And I'm going to write several during your two month's jaunt—that is, unless you take a notion to come back and have it out with me. If it's possible for you to do so, I want you to really look upon me as a brother and to make a brave show at looking deeper than these words. If I were you, I'd let the hootch thing alone. Not that you don't know how to handle yourself. Not that you ever report at the office under the influence. Not that it isn't your right, perhaps, to do as you please. But they don't manufacture a real Man's likker any more. There's sinister harm in every drop of the stuff they slip around now on the sly. Sometimes there's death in it.

I have been watching you—carefully—for the past year and a half. You are a

wonderful salesman, Jim, but something is happening to you. You lack the old sureness, the old fire, the old enthusiasm that sort of bubbled out, spontaneously. You don't bring in as much business as you did. There is a slacking up on both interest and efficiency.

Your ability is greater than ever, tried by the fire of long, conscientious experience. I think, Jim, you are the finest fellow to meet I ever knew in all my existence. You have globes of magnetism and a smile that would sell anybody anything. These virtues are born in you. Nothing can ever quite destroy them. Notwithstanding which, I can see—I can sense—although others around the shop may not have noticed it—that you are slipping—slipping—going just a trifle the OTHER way. And I feel worse about it than anybody else possibly could—because—well, because our relationship means more to me than business.

Bring yourself back to tip-top efficiency. Eliminate all the ugly hindrances that make a chap stumble.

For my sake—put it on a personal basis, if you wish—edge away from elbow-crooking on this southern trip. Knuckle down to the game. There's nothing to anything else. Work is the only proposition that's worth while in this life—plus a dash or two of family condiment and a game or two of golf, when the weather is fine. But—enough for tonight. I will be afraid to open your letter when it arrives—if by any chance you take the trouble to answer this.

Yours Sincerely,
Bill.

Dear Jim:

Your letter was what I expected. Hurt pride shoved your worst side forward. Suggest that I fire you if you are not giving value received—that you have numerous other offers—and have had them for ten years past. A cold, curt, thoughtless letter. I could also see you, in the writing room of the Old Chester House, penning it. I refuse to take offense. Nothing that you can say will swerve me from doing what I feel is my duty—a duty that is intensely personal. Leave business out of it. You need a spanking and I'm going to give it to you, verbally.

For one thing, I am almost ten years older than you, Jim.

I did not accuse you of going too far—of being a drunkard—of falling into the slough. That isn't the case at all. I do repeat, however, that you are picking up again a careless habit that I thought was gone with your wild oats days. So far as I know, you haven't touched a drop since you stopped that bitter cold night, in the grill of the Barbazan Hotel. And you can lay claim to a straight, clean, progressive record through all those industrious years. I'll say this, here and now, as a salesman, on the road, you are a wizard. Never saw anybody who could touch you. Got nervous energy, coupled with loveliness. You'll never grow up. You'll always be a boy.

But somewhere along the line, of late, you edged into the likker again. And I knew it—knew it from the very first drink, Jim. It shows on a man's face in a way I can't quite describe. You were ashamed YOURSELF and it came out, in a rash on your face. You didn't look me straight in the eyes that morning.

I sometimes think that a little drinking is worse than the rolling in it. A chap keeps all riled up, fighting his own conscience, his own better self, his JUDGMENT. At first, it made no difference. I suppose the worst you do when in town, is to wait until five-thirty and have a couple on the way home. We all used to do it, Jim, in the old days, if you remember—before Prohibition. I know my wife never made out she knew if I took one or two cocktails, but if I went over into the third, that look—that look, Jim, came into her eyes—a dumb reproach. Every man has been made ashamed of himself by it.

I'm no sworn teetotaler. I went to a banquet the other night and the man beside me had a pocket flask—frightful gin. When I reached the station, I was blurry. I could feel myself walking crooked and I wanted to kick my own coat-tails all around the waiting room. Some men can drink—as Dulcy would say—and some don't know how to handle it. I've always had a feeling that a salesman had less right to drink than a man in almost any profession. The efficient salesman must take as good care of himself as a prize fighter. His is a case of nerves all the while. He is compelled to cross mental swords with new people, every hour. He needs all the reserve energy, and life and vigor that he can command—and then some.

Nobody will ever know just how arduous your sort of salesmanship is. You chaps are heroes, in your own right.

Then I began to keep quiet watch on you. Each time you returned from a trip, there was less of your old self in evidence. For one thing, you were cross, garrulous, quick to anger. And that isn't REALLY YOU.

You began to be super-sensitive over trifles. If a suggestion was made, you whipped an answer right back in angered rebuttal. You were looking for trouble. No man can do that and keep friends. Least of all, a salesman, who must have only friends—everywhere—his customers and his competitors.

I think it's the loss of personal self-respect that does a man the most harm

in a case of this kind. He doesn't feel as sure of HIMSELF as he once did—and this makes him impatient with OTHERS, as well.

You stopped writing your cheery-o letters. A line or two is all the office gets nowadays.

And gradually—very, very insiduously, there was a noticeable let-up in efficiency.

Seeing you, the other night, in that condition, brought the full truth home to me. I am beginning to be worried over you Jim, anxious. And I wonder just how much of this sort of thing goes on while you are away from the office—out on the road—free from any restraint. Carrie went over to your house the other evening and the two women had an old-fashioned chat. That is a very dear little wife you have and the boy is a wonder.

We won't say any more about it. I'll stop with this letter. Do as you think best. What I have written has been my thoughts, speaking aloud and only in YOUR presence. No one else knows. I have said nothing to anyone.

With warmest regards,
Bill.

* * *

Dear Jim:

I scarcely expected the letter that was placed on my desk this morning. Evidently, you are determined to look at my correspondence in the light of an insult. You say that I must be trying to get rid of you. And to leave your wife and boy out of it—and a great deal more that is absolutely irrelevant.

No—I have been doing something prompted entirely by profound personal regard. Try and see it sanely and with understanding. The truth has a mean way of hurting. There have been cases of it during my own life-time. Always, however, in the end, I knew that the hurts, the embarrassments, the injured pride, was medicine that it was good for me to take, although disagreeable to the taste.

On my desk as I write, I have a chart. It has taken me several days to compile it—when nobody watched. There is a line on this chart that clearly visualizes your record over a period of five years. You can't controvert facts and figures, Jim, and you drive me to a form of retaliation. The line is steadily dipping downward. I can read it, month by month.

And this isn't because you are older; it isn't because you have lost any of your cunning as a salesman; it isn't because of business conditions. It's YOU, Jim, just You.

There came into the office one day last week, a customer of ours from down in Athens. He was up to see one of the big football games and he paid us a visit. It was Old McFessan. He went on to say that he had seen you before he left hurriedly for the North. Gave you an order. That same night, the two of you and Martin played stud poker at the hotel until half past nine the next morning. "We punished five quarts of near-Irish," McFessan laughingly admitted, and "nursed a headache that nothing on earth would cure for twelve hours. The Scotch-

man said that he didn't lose his until he got off the Pullman in New York.

But here was the significant thing about that chat I had with McFessan. I know his record of old. He has always been a heavy drinker and glories in it. McFessan makes it an artistic side-line. Despite which, he said to me, seriously drawing me over confidentially: "Jimmy is getting to love the stuff, isn't he?"

You see, Jim, even the worst drinkers respect the salesman who DOESN'T. That's the incongruous part of it.

For THEY know that hootch and work never did pull well in the same harness. Prohibition has played some infernally strange pranks. Now that men can't get drink easily, they seem to crave it all the more. They make a sporting proposition out of it. It's a joke. The whole mess is tidied over with smug jocularly at the expense of the law.

For all of McFessan's personal drinking—and he is an old hand at the game—he was not impressed by YOUR drinking. It made him, unconsciously, lose faith in you and your firm. That's the way it always happens. There's an odd fatality about the tippler. He can lock himself in a bank vault and take a drink, and if he isn't known as a drinker and wants to hide the fact that he's slipping, somebody will see him in spite of H—I! That's the way it goes.

So you see, my worst fears have been justified. You ARE at it. I do not say that you allow it to interfere with business. Perhaps you make just as many calls as ever. Perhaps you never have it on your breath when you meet a customer, but the infernal stuff tars and pitches a man, despite all this. This is not a Prohibition speech. I am not on the platform against sane drinking. I AM delivering a dictum against the SALESMAN who drinks as a sort of inherent tonic. He gets to love his medicine too well. He wants to take too many doses. He is forever writing himself prescriptions.

I'd cut it out if I were you.

With Best Wishes,
Bill.

* * *

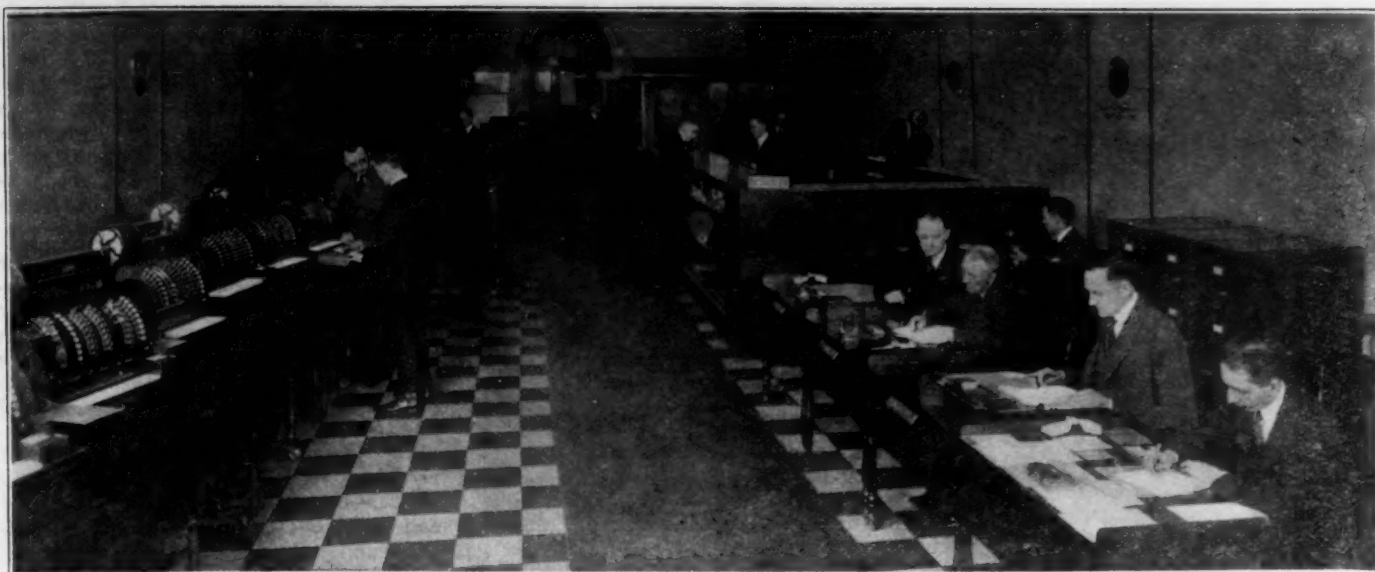
Dear Jim:

You want to hand in your resignation! Why? We won't accept it. At least not yet! Perhaps it would be just as well to talk frankly, now that your letters show a decided inclination to tell me to mind my own business. What my sales force does IS my business. I am the custodian of their personal behavior, as well as of their business relationships with this house. An institution is often known by the company it keeps within its OWN walls.

We need you. We want you. All of these years of contact have endeared you to us. But a firm is remiss that does not INSIST upon men making steady progress UPWARD. Men who go the other way, drag an organization down with them. The thing is almost an inexorable law unto itself.

When a salesman ties himself up with a firm such as ours, he, in a sense, yields certain personal prerogatives and is no

(Continued on page 117)



In this sales office the machines are displayed in the front, and arranged on movable stands so that they may be wheeled to the demonstration room in rear

Staging the Office Sale

What Can be Done with the Demonstration Room to Make it Actually Help in the Selling?

A LEADING Eastern perfumer just spent \$50,000 in hard earned cash—for money earned in that business these last few years has truly been hard earned—to give his display room an atmosphere that would be in keeping with the quality of his line. Fifty thousand dollars seems like a lot of money to spend for such a detail. Perhaps the amount is somewhat exaggerated. But even so it emphasizes the importance which one of the shrewdest and most successful houses of its kind attaches to staging the office sale.

This seller properly realizes that the successful sale is a series of impressions. These impressions may be heard, or they may be felt, or they may be seen or they may be merely sensed. It is his idea to so influence the customer in his display room that he will have a finer appreciation for the qualities of the product and react more readily to quality arguments. That this manufacturer's ideas are sound cannot be disputed, for all of those who sell know how great an influence atmosphere exerts on the sale. We will buy without hesitation an expensive piece of tapestry, at a fancy price off an art dealer's walls, whereas we would hesitate a long time before buying the same piece of tapestry at half the price off the counter of a department store. Atmosphere does make a difference.

Most factory display rooms, or all kind of sales rooms for that matter, usually just grow up. In the beginning someone put a lot of samples in a drawer and called it a demonstration room. Perhaps it was only a corner of the sales department. Little by little other requisites were added until in time it com-

prised a table, some chairs and a display rack. And there it stopped growing. Nobody had ever thought of planning the room. Nobody had ever given so much as a passing thought to its possibilities for helping the sale. What did the room have to do with the sale anyhow? Didn't the salesman do the selling?

Here and there, however, are to be found exceptions to this rule, as in the case of the perfumery manufacturer. Another exception is Cribben & Sexton, Chicago stove manufacturers, who place a high value on the demonstration room in connection with teaching dealers how to arrange sales displays in their own windows and stores.

This sales room of Cribben & Sexton is nothing more than a regular stove department as it should be laid out in a modern hardware or furniture store. It consists of a number of bright, clean rooms, each with several stoves well displayed. Now who can calculate the value of this sales room if it "sells" a large number of dealers on the value of giving their goods better display in their stove departments. Go into the average store handling stoves. And you see row after row of stoves, all placed so close together that it is almost impossible to get any definite idea of anything about them except the tops. The Cribben and Sexton people realizing this weakness, have taken the bull by the horns and are showing their customers how to sell more stoves by means of a well displayed, inviting display or sales room.

During a recent visit to Buhl Sons Company, the big Detroit hardware jobbers, I notice that they are devoting a large section of the main floor to their sales room, where every item they han-

dle will eventually be sampled, on big swinging display racks.

Items as heavy as big machinists' hammers, carpenters' levels, etc., are being displayed on these racks. One of the men in charge of this work tells me that their idea is to give the visiting dealer a better opportunity to make selections. "We want to show him the diversity of the line, so that he will mentally picture the meagerness of the stock in his own store," said this sales executive who knows that a big increase in sales will result from the proper display of items in their line to the visiting dealers.

The experience of the Chicago Electric Sign Company shows that it is much easier to close a sale in a comfortable demonstration room, than in the customer's own store. Here every question may be answered—not in words, but with a demonstration. This concern has fitted up a large dark room, wired to show every conceivable electrical effect with which their signs can be equipped. A number of finished signs, several different types of flashers, and all the different forms, or letters, ornaments, and attention getting devices have been assembled for instant demonstration in this sales room.

"If we can get a customer interested enough to visit our sales room, the sale is practically made," says Harvey Houck sales manager of this progressive concern.

The picture at the top of this article shows a National Cash Register Branch Sales Office. Note that every machine is placed on a table equipped with casters so that the machine may be quickly rolled into a private demonstrating room



When the office does not permit a demonstration room, displays should be arranged convenient to the manager's desk so that he can get the samples without leaving a gap in the sales talk

where there is nothing to distract the attention of the prospect.

Where there is a long line of items there is danger of bewildering the customer with so many items that he will not know which one to buy. For this reason there should be a reserve stock of samples in addition to those on the demonstrating racks, and a private room where these samples may be individually displayed where there is nothing to confuse the prospect.

Many a good sale has been killed by the ringing of the phone, or by interruptions due to the fact that a customer is being entertained in some one's regular office. One concern makes it a rule not to interrupt men in demonstrating rooms, or to have any clocks in demonstrating rooms. They keep reminding the customer that it is time to go home.

Note the picture of the Brown and Bigelow Sales room at the bottom of page 86. Nothing there but the items offered for sale. All are carefully mounted on display fixtures, lighted by concealed globes which throw pleasing rays of light directly on the subjects being displayed. Note the big comfortable chairs, and the ample sized table, sufficient for use when closer inspection of any of the numbers is necessary.

In many places the demonstration room, if needed it may be called such, is so arranged as to give the prospect an idea that a visitor is a great rarity. The salesman must call the office boy to hunt up a couple of chairs, then he has to send back to his desk for his price book, and in the event the customer does buy, there is no order book handy. All these things should be on hand so that no interruption to the actual demonstration and selling will break the customers train of thought, and give him an idea that perhaps he is the only customer who has visited the plant in six months.

When the demonstration room is used to show new or prospective salesmen the line, there should be a map—a good large one—displayed on the wall, because nine times out of ten the question of territories is going to come up. With a good

map it is easy to picture the salesman's territory and show him just where he is expected to work.

The map will also come in handy in showing dealers just where the nearest competition will be, or in pointing out to them the number of customers in the same line of business who are located near the prospect's home.

In selecting demonstration room equipment be sure and provide everything that is necessary to display the goods properly. Don't expect the customer to get wild with interest while you send out for thumb tacks, or find a missing part of the machine, or go after a new pad of supplies.

In one demonstration room we find a list of prominent users printed in very large type. This list is mounted on the last wing of the display fixture and serves as a clincher to the arguments which have been presented during the canvass, and while showing the other material in the fixture.

"It is quite a puzzle to me why it is that many concerns will invest several hundred dollars in fitting out a sales-

man's outfit of samples, and yet permit their biggest customers who come into the house to stand up, in a stuffy, dusty demonstration room that is poorly lighted, and perhaps cheaply furnished," says one successful sales manager who says that he has often paid as high as sixty dollars each for chairs to be used exclusively in the sales and demonstration rooms.

By all means have a collection of the advertising matter you issue easily accessible. Often the advertising matter will bring out a point which has been overlooked by the salesman, or will serve to show an illustration of the product in use, or bring out some point that is hard to explain even with the product on display. Where the line is one that is for re-sale it is very important to have all the season's advertising where the dealer can be made to appreciate the importance and scope of the advertising designed to help him sell more goods.

Perhaps the most popular type of display room equipment is the swinging fixtures which are hinged so that both sides can be used, and which fold back out of the way when not in use. They are now made so that most any item can be sampled on them.

They are particularly useful in displaying flat goods, such as calendars, paper, printing, small tools, cutlery, books, etc. Try to get the atmosphere of the prospect's business into the display room. Get over the idea that the demonstration is being made under the same conditions that the product will meet with in actual use. For when the customer gets the idea expressed by one visitor to a certain sample room "Oh well that looks fine in here, but it wouldn't do in my office," you have created an objection which will be hard to overcome.

No care, expense, or equipment should be spared to make the demonstration room efficient—it will help close more sales than all the equipment your best salesman can possibly carry, for when a man thinks enough of your proposition, or the house itself to visit your sample room, he should be given every facility for placing his order.



The lighting of the demonstration room is very important. In this case the sample racks are lighted by lamps concealed in the top of display frame

In one issue

a characteristic showing

THE October issue of the Ladies' Home Journal carries a characteristic amount of advertising produced by this agency. These advertisements—fourteen of them, from 46 lines to double spreads—illustrate kinds of advertising which are paying today.

The only two double-page spreads in the issue—Wool Soap and Printzess Coats and Suits—

The three color pages—Lux, Woodbury's Facial Soap and Carter's Underwear—

Five black and white pages—Fleischmann's Yeast, Libby's foods, Cutex, Fur Fabrics, and Pond's Vanishing and Cold Creams—

The half page for Maisonette Apron Dresses—the quarter pages for Corticelli Yarns and Dr. Scholl's Foot



Comfort Appliances—

The forty-six line copy for Peace Dale Yarns.

The J. Walter Thompson Company has grown large by intensive work on a small number of accounts.

J. WALTER THOMPSON COMPANY
Advertising

New York • Chicago • Boston • Cincinnati • Cleveland • London

Why the Sales Manager Should Boss the Advertising

By C. H. Greeley

Sales Manager, Lunn & Sweet Co., Auburn, Maine

EVER since the May issue of "Sales Management" I have thought back time and time again to that article by a national advertising manager, "Why I Hold the Sales Manager Should Not Supervise Advertising."

In my own case, so there may be no misunderstanding of my position, I want to state here at the very beginning that I believe the sales manager should supervise and control the activities and policies of the advertising and sales promotion departments.

Advertising is synonymous with selling. It is the written and printed presentation instead of the personal spoken appeal.

The same sales arguments, the same points of superiority, the same policies and direction of effort should be in the advertising material as in the approach and arguments of the salesman himself. In fact there must be a uniformity of thought, of purpose, of application in the written as in the personal approach. Otherwise, the efforts of both advertising and salesman will be minimized.

How silly it would be for the salesman to call today on a merchant telling him that the big out-standing reason why he should buy our product is because of its price, and for the merchant to produce a letter from the advertising department telling him that price isn't a consideration, but that it is quality, one hundred per cent.

That's what will happen and does happen where the sales department and advertising department are separate functions.

Distribution is the object of both sales and advertising and I believe that the most ardent supporter of the article to which I have referred will agree with this premise, that the development of policy must be the same in both cases.

But from what source shall these policies emanate? They couldn't result from two separate individuals, (an advertising manager and a sales manager) and be the same, because both men couldn't think alike; both haven't the same opportunity and experience and necessary knowledge.

Sales policies must develop from the sales department and through the sales manager.

Why?

Because the methods of operation must necessarily cause that to be the case. Samples, if samples are used, are created through the sales department. The salesmen are employed and instructed by the sales department. The results of their work from California to Maine, from Texas to Minnesota radiate to a common center, the sales department. The different units that make up the orders, the different articles that are going big and those that are selling slowly; changes of style if style be a factor, changes in local conditions—the fact that the boll weevil has ruined business in the south, or the potato crop has failed in Maine—the fact that the cattle are dying of drought in Texas, or the crops in Montana are a failure are features known first of all to the sales department.

Inside conditions, as factory production, costs, labor conditions, very quickly come to the notice of the sales department. There is no executive in closer touch through the natural course of work with all the conditions that have a bearing on the shaping of distribution than the sales manager.

The question of the need for a specialized advertising manager is one that should be determined by the size of the business involved or by the scope and character of its advertising. I am not for the elimination of the advertising manager, not by a great long way. For especially where national advertising is involved it is almost a necessity to have an advertising manager who is a specialist in the matter of make-up and artistic display. And I do maintain for the reason that I have advanced that, whether or no an advertising manager be needed, the functions and operations of advertising and sales promotion department must for the good of any business be under the direct supervision and control of the sales manager.

The Wheels Are Humming in Indianapolis!



Ten per cent

more overstuffed furniture is being made in Indianapolis factories today than a year ago. As a whole this industry with its 36 factories is running even with 1920 in output.

There is nothing the matter with business in this great market. There's smoke coming out of the factory chimneys. This is reflected in the buying. A confidential check showed that department stores were running 11½% ahead of last year in sales. These facts show that Roger Babson was correct in pointing out that this is one of the few markets in the country where the manufacturer can merchandise with profit at this time.

The Indianapolis News

New York Office
DAN A. CARROLL
150 Nassau Street

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Building

"As Milwaukee Buys—The Nation Buys!"

Prove by Test!

Nowadays as never before, advertising **must** be right. It must be **right enough** to produce absolutely maximum returns on minimum investment. It must get, hold, and impress the buyer. Then it will be profitable.

Leading advertisers, having a full realization of this, are **making sure** that their campaigns are **right**. They are proving by test.

This best can be done with a try-out campaign. Costly mistakes will be eliminated. Money-saving changes will make themselves discernable. The success—cost and result—of your campaign can be determined in advance with a try-out campaign in a representative market.

Probably the Milwaukee-Wisconsin Market offers more possibilities to the try-out advertiser than any other territory in the country. Here more than 600,000 ready-to-buy consumers spend more than eleven million dollars every business day. You can get your share of this gigantic expenditure.

Notwithstanding its size and prosperity, the Milwaukee-Wisconsin Market thoroughly is covered by **one** newspaper. This is The Journal which is read daily in 4 out of every 5 English-speaking homes in Milwaukee. In what other field can you reach directly so many consumers so economically.

*Sales and advertising managers are cordially
invited to send for particulars of
surveys of the Milwaukee-Wisconsin Market*

The Milwaukee Journal

FIRST—by Merit

HARRY J. GRANT, *Pub.*

R. A. TURNQUIST, *Adv. Mgr.*

OMARA & ORMSBEE, Inc.

NEW YORK

Special Representatives

CHICAGO

Try It Out In Representative Milwaukee

Past Performance or Possibilities?

Which Should Count the Most in Fixing Sales Quotas?

By H. E. Heseltine

Sales Department, Detroit Steel Products Co., Detroit

While it is true that quota plans are not of the ready to wear variety, and that seldom, indeed, can you find a plan used by one concern that will lend itself to your needs, still the fundamentals of quota fixing are much the same. Next year will be a year of new quotas and new sales tasks, so no harm can come from looking into the other man's plans.

BATTERED and beaten, much used and often abused, poor Old Man Quota has certainly lived a hard life. But in spite of his many "lingering deaths" and "total annihilations" he's still with us and when properly prepared is a goal to spur on the efforts of any sales organization.

For years, a large Detroit manufacturer, like hundreds of other concerns, figured quotas for his various territories by averaging the three previous years business and adding a "guess" as to what the new year would hold. However, a careful analysis showed that this method of establishing quotas is fundamentally wrong.

A quota should be an index of the possibilities of a territory and not an average of what has been done there before.

For example, suppose a second rate salesman is working in a good territory. He can skim the cream off the territory and turn in a fair volume of business. If his quota is based on previous years sales his chances are mighty good of being able to make 100% of his quota and being placed in the "Star" salesman class. However, if his quota was based on the real possibilities of the territory, his record would be only mediocre and a more accurate reflection of his ability.

Past Performances Don't Mean Much

Past performance should be given consideration in establishing a quota but there are many other factors which are of even greater importance in determining how much business a salesman should produce in a certain territory.

The task of establishing a quota based on "Possibilities" is a mighty hard one. However, if his quota were based on the manufacturers mentioned above, and while the fundamental factors in determining quota would be different for different products, the plan he followed can be used by others.

This manufacturer's product is a building material adapted for practically all types of industrial buildings. He assumed that where there are large populations there must be industry; where there is industry, under normal conditions there must be expansion; and that where there are architects and contractors there must be building. Therefore in establishing a quota these factors were taken into consideration as well as past performances.

The plan which he used in establishing a quota for each territory was as follows:

1. An index of 100 points was used to cover all the factors.
2. These points were divided among the factors in proportion to the importance the manufacturer felt that each played in determining the possibilities in the territory, thus—
 - (a) Population 20 points
 - (b) No. Architects, Engineers and Contractors 25 points
 - (c) No. Industrials rated over \$10,000 25 points
 - (d) Average of 3 previous years estimates 20 points
 - (e) Average of 3 previous years orders 10 points
3. The population of the territory in question was then divided by the total population of the U. S. to see what per cent was in this territory. This per cent was multiplied by 20 index points, thus giving the number of Index Points for Population.

Officials Set Company Quota

4. Similarly, the number of Architects, Engineers and Contractors in a territory was divided by the total number in the United States and this per cent was multiplied by the number of Index Points for this factor which was 25. All the other factors were figured on the same basis. This was done for all the territories and the points for all territories were then added together to get the total number of Index Points for the United States.
5. The officials of the company set the mark that they felt the entire company's sales should hit in that year. This was equivalent to the total number of Index Points in the United States.
6. It was then an easy matter to establish the quotas for each section. Simply find the per cent of all the Index Points in the country that were in each section and then give that section the same per cent of the total quota of the company.

To picture this more clearly let's make a simple illustration to show how it works out. We'll assume that in a certain territory conditions are as follows—

5% of the entire population of the U. S. is in this territory.

7% of all the Architects, Engineers and Contractors in the U. S. are in this territory.

4% of all the Industrials Rated over \$10,000 are in this territory.

9% of the average of 3 previous years estimates for the entire company were in this territory.

8% of the average 3 previous years orders for the entire company were in this territory.

The total number of Index Points for the territory would be figured as follows:

5%x20 points—100 index points for population.

7%x25 points—175 index points for No. architects, etc.

4%x25 points—100 index points for No. industrials, etc.

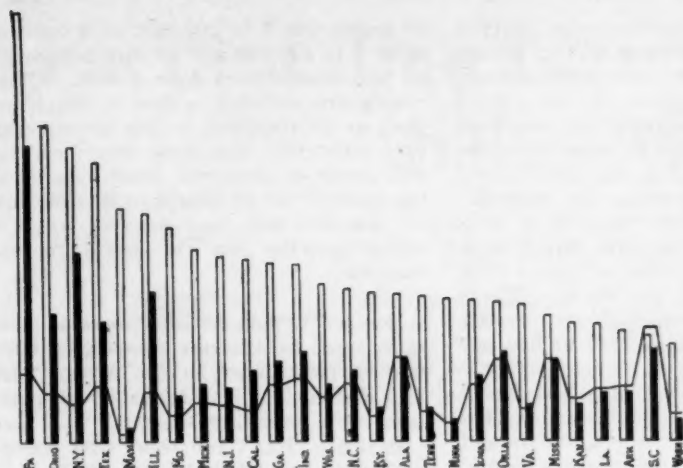
9%x20 points—180 index points for estimates.

8%x10 points—80 index points for orders.

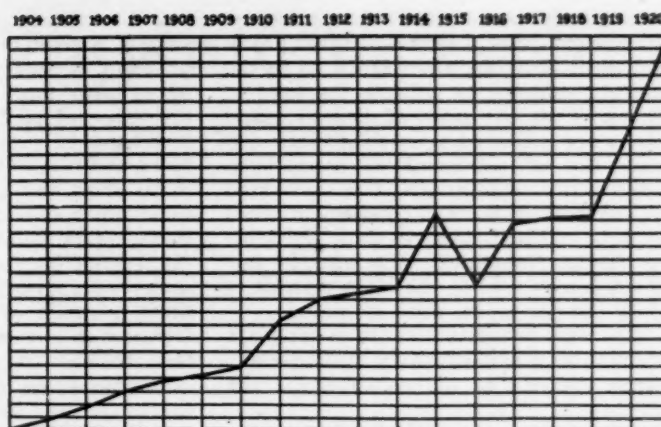
The total number of Index Points for the United States would be 10,000 and the percentage of the total in this territory would be 6.35%. Therefore if the total quota for the company was \$500,000 the quota for this one territory would be 6.35% of this or \$31,750.

A careful check was made of quotas figured on this basis of "Possibilities" against those figured on the old basis of three year average of business secured, and some important differences were discovered. In some territories where salesmen had been running up several hundred per cent of quota the new quotas were considerably higher than when figured on the old basis. On the other hand several territories had been very much over rated.

"We owe considerable thanks to the sales talks and sales bulletins the Dartnell Corporation publishes, for if conscientiously read, the young salesman of today cannot help but reap much benefit and become successful salesmen. We never had such periodicals in the silk-hat days, nor were taught the scientific way of selling. If the salesmen of today will absorb the contents of Dartnell News Bulletins, which are published weekly for the salesmen, they will not only become successful salesmen, but soon will become sales managers, and I sincerely hope that many of them will cash in on the results." R. W. Philbrook, Sales Mgr., Woodward & Cochey, Inc.



COMPARATIVE POPULATIONS, TOTAL SALES IN DOLLARS AND PER CAPITA SALES IN CENTS BY STATES



COMPARATIVE EXPENDITURE FOR ADVERTISING — 1904-1920

More Life for the Sales Manual

How the F. M. Hoyt Shoe Company Use Graphic Charts to Drive Home Important Selling Points

By Cameron McPherson

NEARLY every sales manager will agree that theoretically the sales manual is a good thing. It provides a place to record important policies and principles which have been found of particular value. It enables the individual salesman to have access to the best experience of the entire sales organization. It insures permanency to sales ideas which might otherwise fall into decay and disuse. It short-cuts the training of new men. It refreshes the memory of the older men. These things it does in theory. What the sales manual actually does, however, hinges on a very big IF—IF IT IS READ.

That, then, is the bugaboo which confronts the sales manager contemplating the bringing out of a sales manual. There is little argument as to whether or not it would be a good thing for the business—whether it would pay back its cost. That can be answered in the affirmative without a great deal of thought. The all-important question is: "What can be done to make the salesman READ and USE the manual after we have spent our time and money compiling it?"

The answer to this question, like most questions pertaining to sales work, depends a great deal on the character of the business and above all the type of salesmen who make up the sales organization. A manual to be used by the salesmen for a concern selling a highly specialized product which must be sold strictly on the basis of what it will do, would have to be quite different in plan and execution from a manual to be used by, let us say, the salesmen of H. W. Johns-Manville Company. A manual that the salesmen for a mining machinery concern would carry religiously because of the technical data it gives them would gather dust on the top of an automobile salesman's desk. Why? Because one sales-

man deals with the technical buyer who is very apt to know more than the salesman about what a certain machine can do, and the other salesman deals with a non-technical buyer who buys largely on preconceived notions formed by the reading of advertisements and the chatter of friends who knew somebody who knew somebody else who had a friend that drove such and such a car. Naturally a salesman in that field feels his superior knowledge and finds that knowledge self-sufficient to a great degree. Not that he needs a manual any less than the salesman who sells mining machinery, but he thinks he doesn't and consequently it is just that much more difficult to get him to use one.

This objection, however, vanishes when the manual is designated so that it becomes a part of a salesman's working equipment. In other words if you incorporate into your manual certain pictures, charts, tabulations or other exhibits which a salesman can lay before a buyer to put over ideas which cannot be readily explained in words, then you have given your manual a real value in the eyes of a salesman. No matter how good a salesman he may be, sooner or later he will come to a realization that a good picture is worth a million words, to quote Brisbane. He will drop into the habit of using the pictures which his sales manual provides as a part of his sales canvass. Thus the use of the manual will be assured. There will be little danger after giving it a hasty and none too enthusiastic once-over, your salesmen will toss it into the bottom of the bottom drawer of their desks and let it gather dust there until some successor comes along and discovers it.

There are many ways by which a sales manual can be given this desired utility value. An especially good manual of this

kind is that of the F. M. Hoyt Shoe Company, Manchester, N. H. The Hoyt manual is made of particular value through the ingenious use of graphic charts. For example, there is a chart of the whole Hoyt organization, showing the relation of the different departments, the scheme of control and the general character of the duties of each. Such a chart is good. It not only gives the salesman a clear idea of who is who in the organization, but it helps him in explaining the whys and wherefores of specific conditions to his trade. The average dealer has not any idea of the complexity of a big manufacturing organization. He thinks that everyone at the factory is sitting around waiting for him to send in his order, and everybody from the president down to the office boy knows all about every order he sent in, when he paid the bill, and the history of his various and divers complaints. If the dealer can be shown conclusively that the handling of his account is entrusted to many hands, he is more inclined to overlook trifling mistakes and be more lenient in his general attitude.

Another interesting chart in the Hoyt manual is a graphic illustration of sales by seasons over a period of nearly twenty years. Such a chart not only pictures the steady increase in the company's business but it goes far toward convincing the salesman, and through him his trade, that the dealer should buy just as much in spring as in fall.

The Hoyt manual supplements these graphs by means of actual figures, although this need not be done if contrary to house policy. The chart used is a vertical bar chart. Each season's sales being represented by a bar, the higher the sales the higher the bar post. An evolution of this type of chart is also used to show the sales of trade-marked and

non-branded shoes made by the company, by seasons, over a period of three years. Different Ben Day tints are used in the upright columns to indicate the kind of shoes. Thus the sales of Beacon brand shoes are indicated by a solid black column, the sale of Speedwell brand by a plain white column, etc. The same kind of scheme, or legend, as the statistical experts call it, is used to show the sales in foreign countries. The upright bar chart is also used in the Hoyt manual to show the per capita sales by states.

One very interesting chart in the Hoyt manual, and one which is of particular suggestiveness to the salesmen, is the comparing of total number of shoe dealers and the number of dealers being sold by Hoyt salesmen according to states. Here again the upright bar chart, which is the simplest and most useful of the graphs, is used to advantage. An upright bar represents the possible market, and a solid bar adjoining it to the right, represents the market being sold. There is a wide divergence in this graph which is unusual. South Carolina, for example, shows that nearly every dealer is being sold, while in other states—particularly Massachusetts and Pennsylvania the surface has barely been scratched. Here are facts which will give a clever salesman an excellent peg on which to hang a most convincing sales talk. The amount of factory pay roll by years is also shown in graphic bar chart form, as is the cost of manufacturing.

So-called "pie-charts" are used to show the percentage of new accounts turned down by the credit department, as com-

pared to the total business for a given season, and an evolution of the simple pie-chart shows the cancellations compared with total output. In this chart the "slice of pie" representing cancelled merchandise is shaded to show cancellations, and a slice within the slice blacked in to show the percentage of cancellations which it has been possible to reinstate. On a following page this idea is carried out over a period of years by a series of individual pie charts. These show a range of cancellations varying from seven per cent in 1917 to five per cent in 1919.

Comparatively few "hill and vale" charts are used in the Hoyt manual. This is well, because few people understand how to read a hill and vale chart, and they do not throw facts into contrast in the same degree of vividness as the more simple bar and pie charts. The increase in advertising appropriations lends itself to this type of chart especially. In fact any figures that call for showing a decided and abrupt rise following a protracted period of no fluctuations makes an ideal hill and vale chart subject. It enables you to show the rapidity of rise, which other charts do not do so well.

Perhaps one of the most interesting of the Hoyt charts is a combination of the bar and hill and vale idea. It is used to show the relation of Hoyt sales to population by states, with a hill and vale curve drawn through the bars to indicate sales per capita. In working out a chart of this kind it is important that the right unit of measurement be used for charting purposes. Hoyt has used as a basis

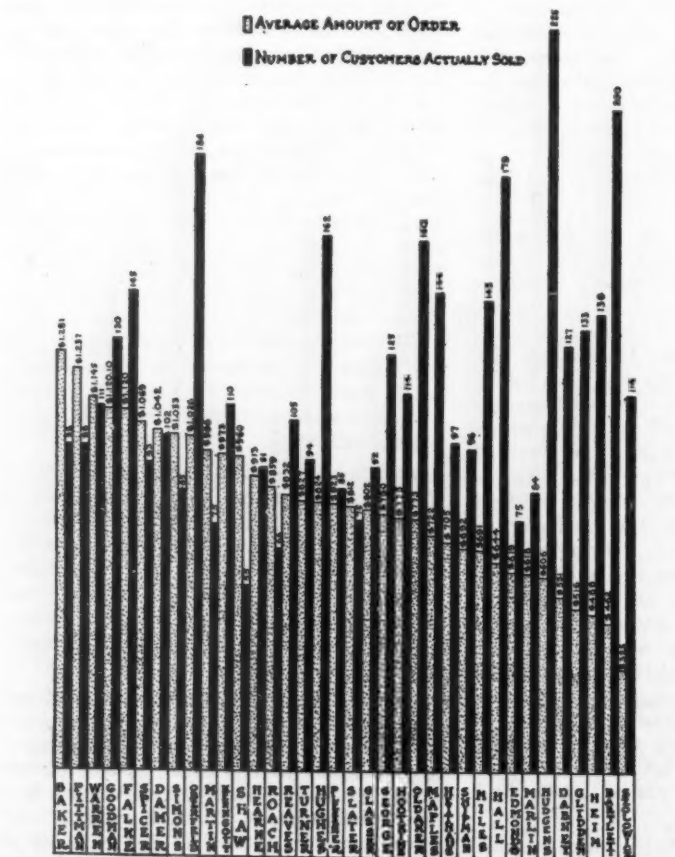
of population 1 to 200,000; as a basis of sales 1 to \$20,000 and as a measurement of per capita sales 1 to 1 cent. Other charts are included, a few of which are used as illustrations in this article (figures removed). But those described here will serve to give you some idea as to the general use of charts in this particular manual, and may suggest ways in which you too can use charts in your manual.

Howard Elwell, an English sales manager, came to America recently on business. A lady, whom he met in New York City, listened to his stories of his early days as a traveling salesman and then remarked: "Don't you think that traveling brings out all that is in one?"

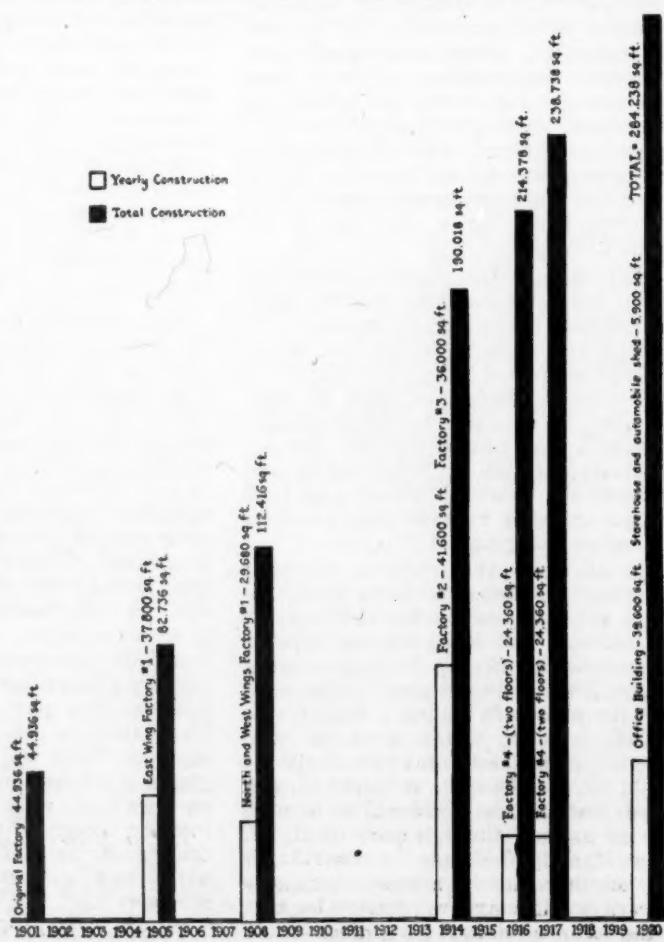
"Yes, indeed," he replied, recalling the rough Atlantic trip, "Especially ocean travel."

"I congratulate you on your very remarkable success in marketing your books. There is urgent need nowadays for more instruction in selling, and your books undoubtedly will help to raise sales efficiency in many American businesses." Norval A. Hawkins, Sales Counsel, General Motors Corporation.

"I have read the sample copy of 'Sales Management' and find it full of valuable information along the line of hiring salesmen and training them to become efficient in their work. Enclosed find my subscription for one year." G. A. Wilson, The Wm. Seyler Co.



COMPARATIVE AVERAGE SIZE OF ORDERS AND NUMBER OF CUSTOMERS SOLD SPRING 1920
SALES MANAGEMENT



GROWTH OF F.M. HOYT SHOE CO. IN SQUARE FOOTAGE - 1901-1920
DECEMBER, 1921

Facts a Big Newspaper Can Give Sales Managers

By Bertrand L. Chapman

Merchandising Manager of The New York World

There is a vagueness among sales managers as to just what a newspaper will and will not do for them when it comes to marketing a product in a concentrated territory. Some sales managers seem to think that if they give the newspaper publisher an advertising contract that the newspaper ought to be glad to go out and sell their merchandise. This is a hand-me-down from the old patent medicine advertising days. Some go to the other extreme and think the "merchandising department" of a big newspaper is nothing more or less than an advertising getting scheme. In a talk before the Advertising Council of Chicago, on which this article is based, Mr. Chapman tells what a newspaper can reasonably be expected to do, and what it cannot do to assist the advertiser.

I ATTENDED the New England Advertising Clubs' Convention in New Haven about two weeks ago. We had a wonderful session, and everybody said the speakers were fine,—I was not one of them,—and yet I want to call your attention to the fact that the man who was going to talk about Display did not appear, and the man who was to talk about Art, a well known man on color, did not put in an appearance, and yet everybody said it was a fine advertising convention.

The president of the Associated Advertising Clubs of America was the first speaker, Mr. Mackintosh. He said the work of the advertising clubs of America for this year is to help the retailer sell merchandise. One of the next speakers was our friend, O. C. Harn, who talked on planning an advertising campaign. You can sum his speech up in his introduction, Planning an Advertising Campaign is planning and selling an advertising effort.

Charles W. Hoyt suggested that we ought to wake up. He talked altogether about selling; did not talk about advertising at all.

Advertising a Part of Marketing

The one man who did talk along lines of copy was Mr. Benjamin Sherbow the great type expert, who told us that the real purpose of type is not to dignify or ornament or create any sort of impression, but to get our story over in the clearest, quickest fashion possible, and that that is why we should use small letters rather than capitals, and plain type rather than type that is difficult to use. But even Mr. Sherbow had to say something about marketing. He described the perfect advertiser, the street vendor, who calls his wares and has them with him ready to deliver. I like to think that an advertising success can be described in very simple words. We need three things, first a good product, properly packaged, and price right. Then we need adequate merchandising, and then adequate selling, and that is all we have to have, but how seldom does a campaign come to town that the advertiser does not fall down on some one of these three points.

SALES MANAGEMENT

Now I would like to make the point that while these three things contribute to success and are all sufficient, if anything is to be omitted, you had better omit the advertising. The good product well merchandised will put you over. It may be as slow as if you used the stage coach, but we all know, looking back, or looking about us we see great manufacturing successes on all sides of us, successes that were made without advertising as it is used today. And yet how few of us can think of any great successes built exclusively on advertising, with the exception of certain proprietaries.

How important is it to have the product right? How many great retailers do we know, gentlemen, how many merchant princes do we know as great advertisers? Marshall Field? Yes. John Wanamaker? Yes. But both of them and all the others were great buyers, great merchandisers, men who could choose merchandise that the public wanted. How important then is the product? I sometimes like to suggest that perhaps after all advertising does not create a demand. What then does it do? Advertising induces some one to sample our product. Advertising reminds customers that it was a good product and they ought to try it again. How important is merchandising? Our merchant princes, I repeat, are all great merchandisers. Not only do they know merchandise, but they know how to sell it. They know how to give service. They know how to locate their stores and display their wares for the convenience of the public. Again I repeat, merchandising is so important that a manufacturer can not do without it if he has the money only to do good selling, he had better do good selling than to try to advertise without a selling appropriation.

The New Type of Salesman

How must we start to merchandise a product? Let us remember that there is a new kind of salesman today. He may have personality or he may not have personality. But he must have knowledge. This salesman, like your printed salesman, must inspire confidence. It takes knowledge of one's subject to inspire confidence. If we inspire confidence we get a man's time, we get a man's money. So

we must start our merchandising campaign by studying our product, the possibilities and consumer demand.

Again I say I am telling you nothing new. Manufacturers have testing laboratories today. Advertising agents have testing laboratories and give all kinds of service in the matter of preliminary investigation; and the newspapers, gentlemen, are ready to help you in this particular. They do not undertake to analyze your product for you, but they will analyze the market, which they have greater facilities for knowing than the manufacturer or the advertising agent, who has to deal with all the cities of the United States.

It Takes Time to Investigate

Think then of your problem as one of marketing. If you will concentrate you cannot go wrong. And if there is need for experiment in a small way in a small place, find out that your product is right before you go to a great city and spend a lot of money only to find out too late that your product is not right. When your product and your plan is right, then you can not do better than to make your start, your real start in a big city. You want the story of your product to radiate, and advertising radiates from a big city, from the capital of a state to the smaller cities, and not vice versa as some people imagine when they leave the big cities until the last. In all the cities of the United States the newspapers are ready to give you practical help. Once upon a time they had big service departments devoted to writing copy and preparing illustrations. That time has passed. The advertising agents do that for you now. They do it so well that the newspaper has little of it to do. Today we are trying to help you before the hour for your advertising campaign. We are trying to inspire you to do a good selling job, so that your advertising can do the work. So today we have merchandising departments, and in the near future perhaps advertising agencies or advertising departments will take that work off our hands, and we shall only have to supply you with information and be purely statistical bureaus.

I like to think of the work of the merchandising department of a newspaper as

a really big thing. I find it distressingly belittled in many quarters. The newspaper must know that first of all it must work for the cause of all advertising. It must try to secure for all advertisers everywhere the co-operation of the little merchant. That is its first big duty. The second duty of the newspaper merchandising department is to help all advertisers who are its customers, whether they are old, new, prosperous, or poor, and only third should we consider the advertiser who is a new prospective advertiser who is coming to our town for the first time, and that does not mean that we can not give as good or better service to the new-comer than if we did not add a lot of general propaganda work among the little dealers to pave the way for him.

The newspaper makes investigation for all. I like to hope that some day people will come to our great cities to sell and eventually to advertise, and that they will get in touch with the news-

papers at once and not a week or two before copy is to break, because the newspapers can not do the impossible. It will help us if you let us know six months or a year rather than six days or a month ahead of your visit to our cities.

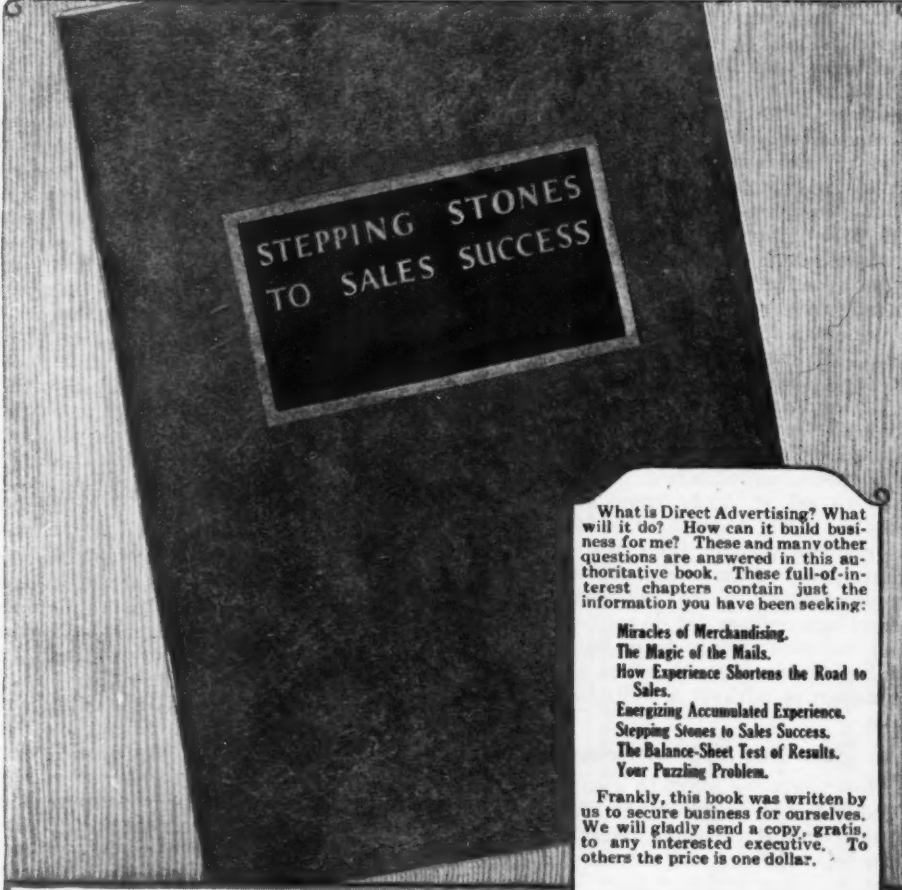
Now gentlemen, we have a Vigilance Committee, I understand. The Associated Advertising Clubs of the World have done a great work for truth through their vigilance work. May I suggest that there might be room for another kind of vigilance work. Why should we protect the consumer against the retailer who wishes to over-state and not protect the best friend a manufacturer has—the little retail merchant—against the manufacturer or salesman who either with or without knowledge of his house loads the poor little fellow up with merchandise he can not possibly sell, by telling him what his advertising can not possibly do. It seems to me that if we can remember how important to the manufacturers the little retailer is, and we can educate him to co-

operation, that we shall have solved the problem of making advertising really pay.

I have another thought. None of us can avoid doing his own work. No one will do it for us. And yet some manufacturers have been led to believe that newspapers with their merchandising departments could do the work of a sales force, a highly trained and competent inspired sales force. Gentlemen, it can not be done. If we could do it we would do it. If all we had to do was hire a force of men and train them to the best of our ability, and pay them, if they would give one hundred per cent service, we would do it. We should have to charge it to the advertising rate, but nevertheless we would do it. But it can not be done. If we had fifty salesmen and five or ten campaigns in progress at once, we should have only four or five men working a week or two at a time on your proposition, and if you had a city where there are sixteen thousand grocers to call on and to call once cost about \$3500, and you are giving us perhaps two or three thousand, or five thousand lines, you can see what chance, there is for you to get \$3500 worth of this sales service. And then you know, too, that you do not want salesmen to go out, whether they are newspaper men or any other kind of men, and half state your story for you.

I tell you the things newspaper merchandising service can do for you are to save your time, help your sales force save time, and help you to inspire your sales force and give your sales force two arguments for stocking your merchandise where they had before but one; help your sales force to sell not only the quality of your merchandise but also the demand that your advertising is going to create, which after all is the thing that the little retailer is interested in.

A NEW BOOK about Direct Advertising and the D.A.C.



**STEPPING STONES
TO SALES SUCCESS**

What is Direct Advertising? What will it do? How can it build business for me? These and many other questions are answered in this authoritative book. These full-of-interest chapters contain just the information you have been seeking:

- Miracles of Merchandising.
- The Magic of the Mails.
- How Experience Shortens the Road to Sales.
- Energizing Accumulated Experience.
- Stepping Stones to Sales Success.
- The Balance-Sheet Test of Results.
- Your Puzzling Problem.

Frankly, this book was written by us to secure business for ourselves. We will gladly send a copy, gratis, to any interested executive. To others the price is one dollar.

THE DIRECT ADVERTISING CORPORATION
543 NORTH CAPITOL AVENUE :: INDIANAPOLIS, INDIANA

Wants Hotels to Charge More for Sample Rooms

A well defined movement is on foot, at least in the larger cities, to make sample rooms pay their full revenue. Rome Miller of the Rome Hotel, Omaha, summed up the hotel man's side of the situation recently when he said:

"Too often our good friend, the traveling salesman, does not appreciate the fact that he is not renting a bedroom for sleeping purposes but that he is engaging a store—that he is using the room for a store and often he arrives Monday morning early and departs at six to eight o'clock Tuesday evening, having slept on his virtuous couch for one night and therefore does not recognize the justness of a twenty-four hour charge and an additional day's charge for Tuesday.

"In other words, he objects to the thirty-six hour charge, notwithstanding he has used the room for two full days for merchandising purposes.

"I do not say that all sample men assume this attitude, but it is regrettable that many do and it is the duty of the hotel men to educate these very good customers to the justness of the additional charge."

OMAHA

Is Growing!

Only six cities grew faster than Omaha between 1910 and 1920. During this period Omaha's population increased from 124,096 to 191,601, and estimates made since the census of 1920 place the present population at about 203,500.

This gateway city, rich like the rich agricultural empire which surrounds it, has exceptional buying power. If your product is something that anybody anywhere wants, you can sell it here. Enter the Omaha market! and enter through Omaha's dominant newspaper.

The World-Herald carries each month 46 per cent or more of the clean advertising published in the three Omaha papers, leading the next paper (1st 10 month '21) by 40 per cent in local display, 98 per cent in national display and 201 per cent in classified (medical ads excluded, as the World-Herald refuses them all.)

You can cover 80 per cent of Omaha and Council Bluffs by using the World-Herald alone.

OUR SERVICE DEPARTMENT IS FOR
YOUR BENEFIT. PLEASE USE IT.

THE WORLD-HERALD

O'MARA & ORMSBEE, Inc.

Representatives

NEW YORK

CHICAGO

SAN FRANCISCO

A Letter That Brought Back the Money and a Smile

By J. G. Fitzsimons

President, Carolinas Auto Supply House, Charlotte, N. C.

THE John V. Farwell Company, Chicago, having accounts outstanding, to write the total of which requires seven figures and two commas, recently sent a man into Ohio to get notes bearing interest and he came back with \$20,000 in cash, besides the notes. The success of the trip prompted the company to try penetrating the pocket books of the "moneyless" (?) South. He returned with considerably over \$50,000.

The man sent on these trips is a salesman—a salesman who understood credits as well. His job is to sell the buyer on

opening up the checkbook and writing a check that reduces the buyer's balance to 112 degrees Fahrenheit in the shade and no shade. Sometimes he has to sell the goods over again also. But he gets the money—undoubtedly because he is a salesman.

Now, it isn't every salesman who can collect bad accounts, but Jos. G. Fitzsimons, president of the Carolinas Auto Supply House, Charlotte, N. C., is convinced that collection letters are better pullers when they are written with the same slant that originally sells the mer-

chandise. He does not go so far as to condemn the common, singy-songy, inhuman collection letters being sent out these days to perfectly good buyers who are simply short on coin of the realm. But he does state emphatically that best results are obtained and a better feeling of human friendliness remains afterward when he sends out collection letters with a selling keynote behind them.

For example, there is reproduced below one of Mr. Fitzsimons' last-resort collection letters, the sales slant of which has been responsible for exceptional results both in getting the money and retaining good-will:

Gentlemen:

When it comes to the knowledge of books and figures of accounts, the writer of this letter confesses to be an ignoramus. He's just not there—He hasn't had any experience in that line of endeavor.

However, he believes a whole lot in human nature—he believes that most people want to do the square thing, and for that reason he has gotten our treasurer to give him a list of accounts which are 90 days old, and yours is the first one on the list. The amount is \$200.00

Just think of it, we bought and paid for \$200.00 worth of goods and let you have them with the understanding that you would pay for them in thirty days. Mind you, we've already paid for these goods, and on faith and suspicion we let you have them. You haven't done a thing about it. Suppose you bought a cow for \$75.00 and sold it to me for \$80.00. You paid \$75.00 as soon as you got the cow and you let me have it with the understanding that I would pay you for it in thirty days, and then I didn't pay you. Suppose you bought a lot of cows that way—imagine how you would feel.

I wish I could come and talk to you about this thing, because I still believe that you are our good friends and good business men, and I know that you appreciate the value of credit standing with any business concern and I know that in appreciating this value, you would not let your good standing and good name become anything less than good.

So, sit down right now—a stamped envelope with my name on it is pinned to this letter—turn this letter over and write on the back of it what we may expect regarding this account of yours. Better still, send us a check.

Yours very truly,

Carolinas Auto Supply House.

P. S. If you don't answer this letter, I'm defeated and we'll have to take the matter up with our lawyer.

"You may pose before your acquaintances," says the vice president of the New York Edison Company, "but you don't pose before your friends. Friendship is based on understanding and there is no satisfactory basis for understanding if you pretend to be something different than what you really are. Treat the rest of the world a good deal as you would treat your intimate friends."

To do the best you know—the very best you can—and to keep right on doing so until the end.—Abraham Lincoln.

*Food Products Firms,
Attention!*

*Here Is Your
Opportunity to*

Feed Chicago!

Chicago, with her millions of people, offers you a field for expansion rivalled by none! Think of the demand in this great Capital of the Middle West for food products of real merit! The Chicago market represents not only volume of business, but a repeat-order business that cuts selling costs in two.

Let us introduce your food brands to the people through the retail trade. Ours is the most successful method you could employ—we are willing to prove that before we begin!

Our merchandising service has gained widespread distribution for many other food products—and we can do the same for yours. This highly perfected, systematic method of securing retail distribution is at your service!



**Mr. Retail Dealer
Chicago**

Does a 30% to 70% retail distribution within a month's time interest you? Certainly! Then write for further details.



Universal Advertising Service

Marquette Building — Chicago
Telephone — Randolph — 1038

What Is a Fair Percentage of Returns?

By Robert E. Ramsay

From His New Book "Effective Direct Advertising"

Just what constitutes a "good" percentage of returns in direct mail advertising has been argued back and forth for years. It is a good deal like the classic question: "How long is a string?" In showing how impossible it is to arrive at any fixed figures Mr. Ramsay brings to light important data that will be most interesting to those of our readers who are called upon to judge the returns from mail campaigns. Incidentally you will find other equally good material in Bob's new book. It is well worth a place in your library.

IT is a matter of record that a silver-ware campaign which offered a small premium of answers brought 47 per cent replies, but actually only 1 per cent of these replies was turned into sales.

Straight selling talk on motor boats pulled 9 per cent replies, but these resulted in 4 per cent sales; 28 per cent of all inquirers confessed that curiosity prompted their reply; these produced but 2 per cent of the total sales, while the remaining 72 per cent made 98 per cent of all the purchases.

An adding machine company with a mailing of a two-page letter, inclosing a return card and offering a free "service bulletin" on "Tax Assessing and Collecting" sent to a carefully classified list of those likely to be interested in this subject, made a double offer on the return card, first offering, of course, the "free" booklet. Next the company asked for an O. K. to a sentence that would permit the adding machine company's representative "when in that vicinity" to call with a machine for demonstration purposes. The point is that 43 per cent of those returning the card O. K'd it, thus giving permission for the salesman to call.

Many Inquiries But Few Sales

These instances show that numerous people will write for a "free" booklet, or premium, yet will not buy goods.

At the Detroit convention of the Direct Mail Advertising Association in 1920 the vice-president of a firm selling entirely by mail, and which secured all of its inquiries by publication advertising, said that in seven years his firm had secured nearly 1,000,000 inquiries but to date had only succeeded in selling a little more than 82,000 of them. This statement is no criticism of the efficacy of direct advertising, nor of the firm's methods, but is cited here to prove our statement that many inquiries may produce few sales, at the same time to hold before the reader the necessity of first learning whether inquiries or sales are to be the method of judging the success or failure of the campaign.

At the same convention the advertising manager of a firm selling farmers admitted that its whole aim was to secure a large volume of inquiries, inasmuch as whether or not every one inquiring bought this firm's product such returns enabled the manufacturer to "make himself solid" with the dealers to whom the inquiries were referred.

SALES MANAGEMENT



Courtesy DeLaval Monthly
Paving the Way for a Sale

Charles L. Benjamin, before the St. Louis convention of the Associated Advertising Clubs, clearly pointed out the fallacy of judging any piece of advertising by the number of inquiries it produces, when he said: "Do not make the mistake of supposing—as so many advertisers do—that the effect of advertising can be measured by the number of inquiries immediately produced. Inquiries come only from those who are at the moment interested in the article advertised, but these constitute only a small proportion of the persons on whose minds your advertising has made an impression."

Strange and even paradoxical as it may seem, it is the personal opinion of the writer that in a great many cases—not in all, and certainly not in mail-order selling—the success of a direct advertising piece may be judged rather by lack of inquiries than by the receipt of many. When you have a product selling through dealers, for example, what you want the person to do is not necessarily to inquire, but to buy. The receipt of many inquiries may actually prove that your proposition was not clearly and thoroughly outlined in your advertising.

Collating the experiences of several, the author in Mailbag, October 1918, page 156, found this rule to hold, as gen-

eral: "Inquiries of direct returns increase in value just as the intangibility of the thing offered for sales increases. In other words, if you are offering something INTANGIBLE you must place more and more stress upon the inquiries—for it is only after the contact that you will have a chance to demonstrate your INTANGIBLE proposition to your prospect, and without demonstration you will have no sales."

Frequently you will find that the returns, or results, as the case may be, are in line with a Northwestern leather clothing manufacturer who planned a three-part direct campaign aimed at 25,000 dealers. It is a matter of record on file with the author that the third part of this campaign was never completed for the reason that the results from the first two pieces were of such huge proportions that the firm directing the campaign did not feel it advisable to secure any more business at that time.

Some General Data on Returns

The largest manufacturers in the world of a comfit vending machine found for the year 1919 that 46 per cent of their total business came from leads—inquiries and "tips" of possible buyers, that is—which they had sent to their field salesmen. Of this 46 per cent they further found that 27 per cent of it came from direct-advertising mailings, "homely broadsides with lots of black and red ink thereon," as their advertising manager explained at a recent meeting. Estimating this direct-advertising result on a basis of their entire business, 12 per cent of it—from the initial inquiry to the final sale—came from direct advertising.

E. St. Elmo Lewis, formerly with the Burroughs Adding Machine Company, made this statement at the Philadelphia Direct Advertising Convention: "For every dollar that was spent in the last five years of which I have any record, the Burroughs Adding Machine Company got nearly ten dollars of traceable results."

A New York City firm of engineers and constructors which uses several forms of advertising, including direct mail once a month, compared the results thus: "The nature of our Service is such that we hardly expect and do not receive direct returns from magazine or trade-paper advertising. On the other hand, our direct advertising has been very productive in direct returns."



Courtesy DeLaval Monthly
Before Every Sale There Must be a Prospect

A firm of Chicago tobacco manufacturers secured over 5,000 dealers in a two-weeks' (fourteen days) direct advertising campaign.

In ten years one life insurance company, using direct advertising entirely to complete its sales, built up a business which engaged 7,956 persons for a total of \$14,199,284. Selling insurance by mail is perhaps one of the hardest tasks of all.

A battery manufacturer for the year 1919 found that 14 per cent of all inquiries answered with a PERSONAL letter brought back orders, "which" to quote him, "were accompanied by cash or request to ship C. O. D. This percentage does not include orders received through dealers or jobbers."

Comparatively few personal letters are used in direct advertising except to an-

SALES MANAGEMENT

swer inquiries produced by other direct advertising or some form of publicity.

In "Direct By Mail Advertising" by H. P. Elliott, we find this rule: "If your circular (form letter) is well written and your proposition has merit you will get about one per cent returns, or from a thousand circulars you should get ten replies, showing that ten people are willing to talk to your salesmen."

We question whether this rule may be accepted generally without reservations. The proposition, the list, the plan of attack, and many other factors will serve to increase or decrease returns and the inclusion of a return card or other form of "come - back" will almost invariably increase returns.

A form letter inclosing an order blank and return (unstamped) envelope, mailed to a list of 5,000 druggists, produced \$70,000 worth of business in 21 days.

A strictly mail-order house selling a product

which is on sale locally in practically every city where it circularizes with form letters reports that it does business on the basis of $\frac{1}{4}$ of 1 per cent orders, and adds: "We find this very satisfactory and could do business on a basis of $\frac{1}{4}$ of 1 per cent orders."

A firm of machinery builders which sends out form letters regularly to a list of about 1200 and invariably incloses a return card, says these letters "usually average 2 per cent returns."

Yet a fire-fighting appliance maker got 60 per cent returns from a letter sent to editors asking for a list of possible agents for his device. On a lot of 6770 letters to firms in the coal-mining industry the same individual got 422 replies, or 6 per cent as against 180 replies (10 per cent) from 1789 letters to the chemical industry.

An insurance agent seeking to line up more agents when trying for inquiries only with a series of three letters, produced 10 per cent inquiries from the first letter, 8 per cent from the second, and slightly in excess of 8 per cent from the third.

From a list of department stores a silverware firm got 6 per cent returns, 5 per cent of which were accompanied with orders and at a selling cost of .034, while the same company with another form letter sent to jewelers, who seemingly should be better customers, produced only 2 per cent at a selling cost of .07. The variation, an examination of the letters showed, was probably largely due to better selling copy in the first letter.

The editor of *Printers' Ink*, in the issue of May 11, 1916, page 12, in answer to the direct inquiry as to how large a percentage of returns one should expect from form letters said in part: "A letter which offers something for nothing will pull a large percentage of replies. If that letter be skillfully written on handsome stationery, and be accompanied by a stamped return card on which the addressee is to sign his name to obtain 'absolutely free and without any obligation whatever a handsome book, bound in full morocco—then perhaps there may be 75 per cent returns. But if you ask for the immediate remittance of two dollars, this being the regular price of a piece of merchandise, you will have to write very skillfully, indeed, to pull two per cent returns."

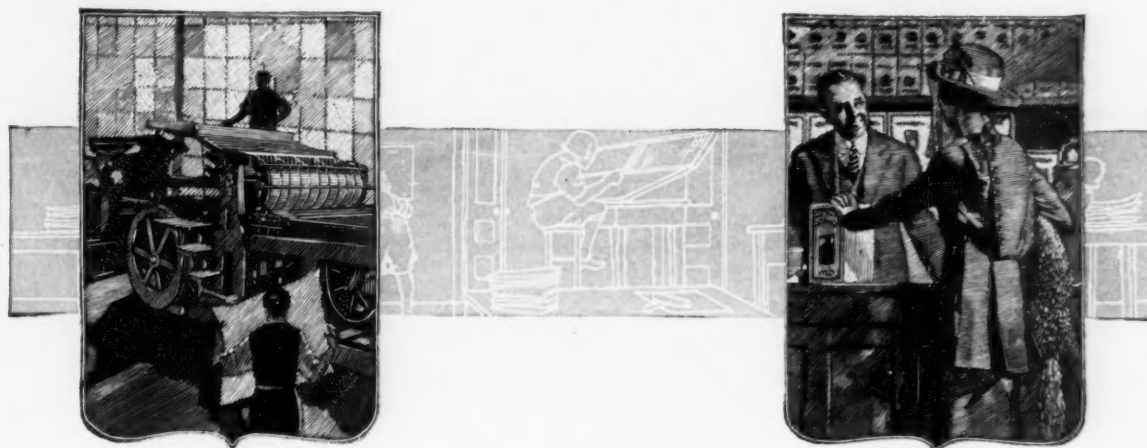
In this comment the editor emphasized the fact that much would depend upon the character of the list. Let us quote from the comment this summation: "So we come to the conclusion that any one who lays down as a general proposition a definite percentage of returns to be expected from circular matter, without regard to the proposition, the letter, or the list of names addressed, is treading on very unsafe ground."

While the same authority in the issue of March 22, 1917, page 118, in reply to the exact question reiterated: "Returns from a circular depend entirely on the 'liveness' of the list, the proposition advertised, and the manner in which the proposition is presented."

The editor told of one form letter sent out under first-class postage with a self-addressed stamped "Yes" and "No" card enclosed which produced as high as 82 per cent returns. In this case a 1 cent stamp was tipped on the upper left-hand corner of the letterhead and the opening paragraph referred to the stamp and told why it was there. The recipient's name had been filled in in advance on the return card so that all that was required of the addressee was to remove the little green stamp, put it on whichever return card he wished to return and mail that card. More than that returns were still further stimulated by publicity in publications which aroused curiosity and interest and paved the way for the mailing.

The editor added: "When a remittance of from one to five dollars is required to be sent in advance for some article such as a book, from 1 to 3 per cent would be considered a fair return from a good "live" list. This figure can be increased (Continued on page 111)

DECEMBER, 1921



Products that Sell Other Products

Color is the universal identifier. You can distinguish a policeman or a sailor a thousand feet away because he wears blue. "Red is for firemen" said the old play-song. Olive-drab marks a soldier and black denotes a clergyman. If he has forgotten the name, a child can still point to the goods in the crimson box.

It is our business to apply color to selling activity. We make packages with identity — cartons and folding boxes for all manner of products. We design them and print them, as well as labels of every kind, rich in hue and satiny in texture. This is done in a way that invites purchase and gives permanent selling force.

The same attributes distinguish the picturing of goods in inserts for catalogs, which must act as a counter for displaying wares and get the order, with the money. Our patented process of reproducing fabrics puts before the eye illustrations so precisely true to the original that the result is generally described, by the knowing, as astonishing.

Another branch of our business is the making of strong selling helps in the form of color-cutouts and window trims, store cards, hangers and posters. Here is color at its best in persuasive urge, and pointed reminder. Like in any other of our endeavors we welcome and respect small orders as well as large ones.

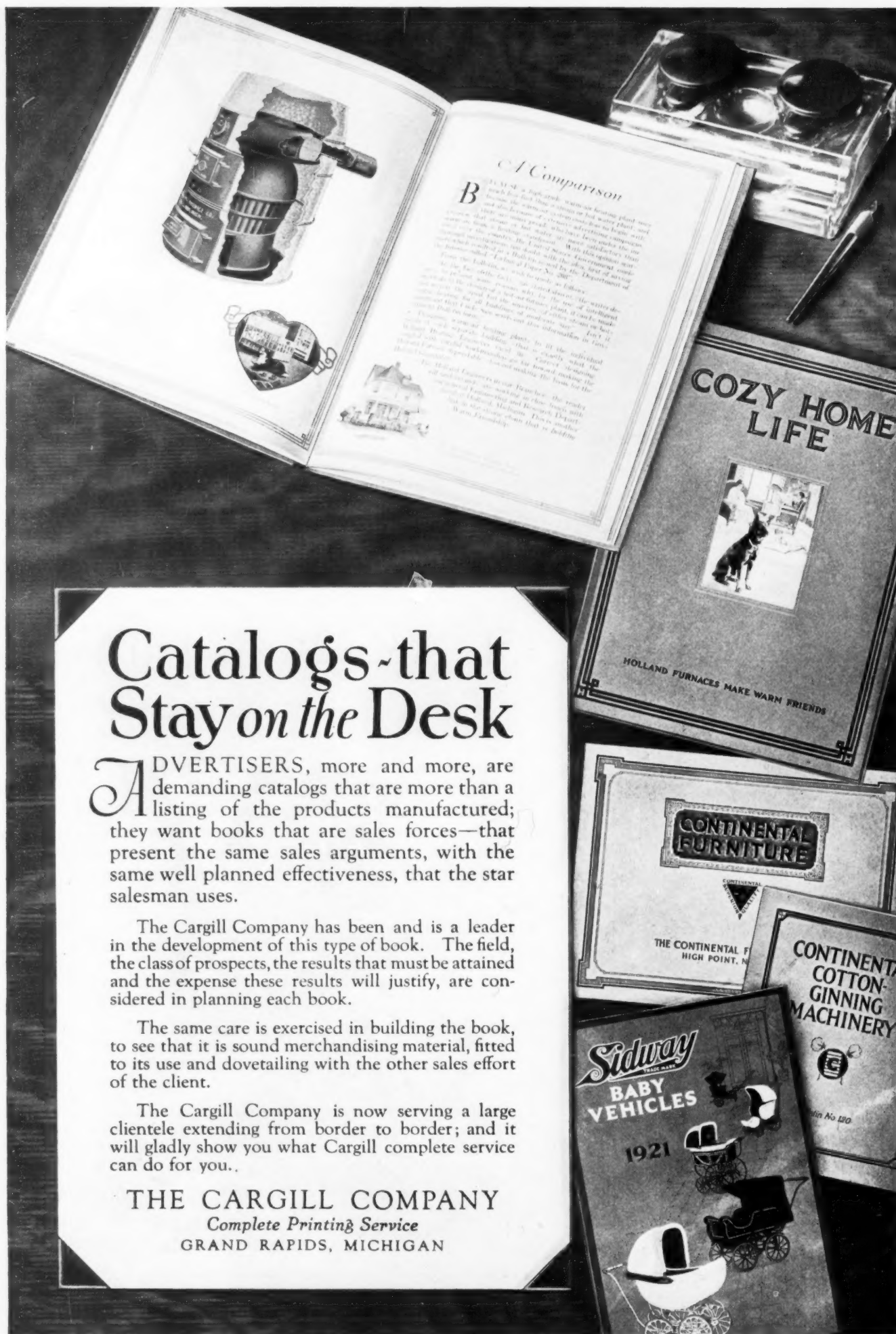
This is Color Printing Headquarters — and there is no better expression of knowledge and a lifetime of experience than the really remarkable calendars we make for business houses. Their subjects are many and very varied. Often they are the works of painters known the world over. Their execution is the work of artist-craftsmen.

We invent trade-names and design trade-marks. And we search titles of old ones. Our trade-mark bureau contains 730,000 trade-marks registered and unregistered. Without charge, customers may quickly ascertain whether or not any contemplated device can be registered, at a saving of time, money, and often troublesome and costly litigation.



THE UNITED STATES PRINTING & LITHOGRAPH CO.

Cincinnati, Baltimore, Brooklyn.



Catalogs that Stay on the Desk

ADVERTISERS, more and more, are demanding catalogs that are more than a listing of the products manufactured; they want books that are sales forces—that present the same sales arguments, with the same well planned effectiveness, that the star salesman uses.

The Cargill Company has been and is a leader in the development of this type of book. The field, the class of prospects, the results that must be attained and the expense these results will justify, are considered in planning each book.

The same care is exercised in building the book, to see that it is sound merchandising material, fitted to its use and dovetailing with the other sales effort of the client.

The Cargill Company is now serving a large clientele extending from border to border; and it will gladly show you what Cargill complete service can do for you.

THE CARGILL COMPANY
Complete Printing Service
GRAND RAPIDS, MICHIGAN

Congressional Inquiry Hot on Trail of Old Man Turnover

Special Washington Correspondence

W. H. Ingersoll jolts investigating committee by telling of one merchant who had stock on his shelf that was twenty years old. Suspicion grows that this may have much to do with the high cost of selling. Congress proposes to look more thoroughly into the matter of turn over and has decided upon one turn over per year as a basis from which to work.

DOES the seller take too much time to his job? Is there a woe, worse than the storied "frozen credits," in the stagnant stock of merchandise? These questions, and others to the same general purport are being asked in Washington—asked officially that is. A Congressional "research bureau" that dipped, as a side line, into the cost of distribution incident to a quest for the cause of the spread between wholesale and retail prices, has pursued this line of investigation until it has led, in the end, to the master key, the rate of stock turnover.

In the beginning, the Joint Commission of Agricultural Inquiry (which might better be characterized the Joint Commission on Marketing Systems) discovered turnover merely as an element of retail merchandising that, according to the testimony of the retail merchants called into consultation, varied greatly according to the line or class of goods. During the final week of its investigation, however, the Congressional jury came to realize that speed in turnover is the problem of the primary seller as well as the final distributor. And, for the facts on which it will base its ultimate report to Congress, the Commission went to the spokesman for a group of non-competitive manufacturers producing branded specialties such as razors, fountain pens, watches, musical instruments, underwear, hosiery, automobile tires, etc.

What Started the Rumpus

What has really made the Congressional inquisition keen on the scent of turnover was an incident related at the Capitol by William H. Ingersoll. The marketing manager of the watch that made the dollar famous related, as a sort of "horrible example," his experience when he visited, in the course of a trip, a store located at Franklin, P. O., New York. The proprietor, "guessed" that he did a business of \$10,000 a year, but he could not tell unless he went over his check book and added up the checks sent in payment for goods. The secret of stock turnover was a sealed book to this intelligent but untrained merchant. The visiting sales manager spent half a day in the store going over with the proprietor the stagnant stock on the "back shelves" and he related to the Congressmen how he unearthed stock that had been on hand for 20 years.

By the arguments that grew out of this and similar recitals there was planted with the Inquiry Commission the germ of an idea, that if only stock turnover could be properly speeded up in the retail

stores a remedy would be at hand for the period of which retailers have complained most alarmingly to this body—the mail-order house and the chain store. Given this inspiration the Chairman of the Commission took to asking retailers, who gave testimony, whether stock could not be turned more frequently with virtually no extra expense for the plan or its personnel. As answer it has, for one thing, the admission of one of the leading merchants of the country that probably his present turnover rate of four could be moved up to five, per annum, with no increase of overhead.

How Congressional Mind Works

Sellers of specialties, whose views have been given to the inquiry board created by Congress, have put forward a rather unusual theory as to the form to be taken by the benefits of a higher rate of turnover. Perhaps it is because so many of the customers of these particular sales executives are small merchants and traders in out of the way places, who, from the nature of their limitations, cannot hope, with all the effort in the world, to greatly increase their volume of sales. Be that as it may, the ideal held up in this quarter is not the familiar one of an increased turnover on the old-time stock investment but instead a maintenance of the normal, maximum, volume of sales on a decreased investment in stock—meaning, of course, lowered overhead.

With the Congressional Commission intent upon speeded turnover as a medium for the reduction of retail sales expense rather than for the swelling of sales volume, it was but natural that this board of inquiry should devote considerable attention at its later sittings to the cost of selling at retail as geared to overhead. In the final discussion of this subject the Commission considered, as a working basis, a hypothetical retail business that shows but one turnover a year. It computed the contrasts in saving to ultimate consumers, if that turnover rate could be increased to six. As a matter of fact, evidence was laid before the Commission that in actual practice ten or twelve turnovers a year are by no means uncommon in stores where progressive, modern sales tactics are employed. A concrete instance, cited for the benefit of the Commission, is that of a retail drug store which, following a change in management, showed an advance from two to ten turnovers a year.

Sales expense, in the one-turnover-per-year "measuring stick" used by the Inquiry Commission has been placed at the

hard and fast figure of 28 per cent of sales. This percentage is divided equally between "time expense" and "labor expense." The first, dependent upon the length of time goods remain in stock, is apparently more intimately related to turnover. But the explorations for the benefit of the Commission disclose that the rate of selling or turnover also exerts influence upon the labor expense, the outlay for handling and selling. That was the conclusion which followed an analysis by the Commission of the elements entering into these two halves of overhead.

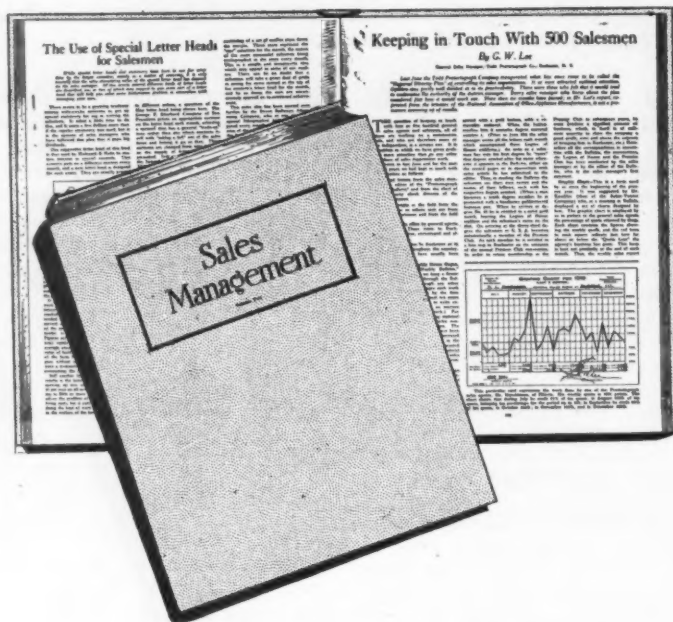
Five responsibilities enter into the 14 per cent that was allotted, in this statistical work, to "labor expense." Retail salesmanship or clerk hire takes the bulk of the appropriation or, specifically, 8 per cent. For buying and traveling to market, 1 per cent is allowed; for advertising, 2 per cent; for expressage, delivery, and sundries, 1 per cent; and for breakage, loss, obsolescence and miscellaneous, 2 per cent. No computation was forthcoming as to what proportionate saving would be entailed in labor costs if turnover were multiplied but the theory was accepted that a gain was inevitable. For example, in a store and stock of given size, additions to the sales force should not be in the same ratio as increases in turnover. Thus, though the total expenditure for "labor" might and presumably would grow, the percentage should decrease.

What Constitutes Selling Cost

More tangible is the paper saving that was spread on the minutes of the Inquiry Commission in the case of the "time expense." The expenses that run because of the interval involved between buying and selling in the one-turnover-a-year premise were put at 6 per cent for rent, six per cent for interest on stock investment, and 2 per cent for heat, light and insurance. With six turnovers a year instead of one these expenses would, of course be divided by six, supposing the sales plant to require no expansion. That is to say, on each turnover the overhead would be 1 per cent for rent, 1 per cent for interest and 1-3 of 1 percent for heat, light and insurance, a total of 2 1-3 per cent. The potential saving of 11 2-3 per cent on this side of the sales expense—a saving that prominent sellers said could be passed to the ultimate consumer—manifestly appealed to the imagination of the onlooking Congressmen and may find mention in the recommendations of the Commission.

Hundreds of Selling Ideas

No sales library is complete without Volume Three of Sales Management Magazine. Over 500 pages brimfull of suggestions, ideas and data for the sales worker. An excellent antidote for that "stale" feeling. A book of experience that cannot be equalled at any price.



Typical Articles in This Big Volume

The Customer Who Quits You Cold.
Jerking a Territory Out of the Doldrums.
A Plan that Broke the Buyer's Strike.
Why Some Sales Campaigns Go Wrong.
Four salesmen open up 700 New Accounts.
When Commissions Begin to Shrink.
The Salesman Who Is Making Too Much Money.
Should Salesmen's Salaries Be Cut?
Fixing Salesmen's Salaries Scientifically.
How We Planned Our Sales Contest.
How Burroughs Set Quotas.
Do Sales Contests Really Pay?
How Sales Managers Use Maps.
Our Plans for Checking Up a Salesman.
The Salesman Who Fumbles the Ball.
A Better Way Than Firing.
What Too Much Emphasis on Calls Did.
Do Your Men "Forget" Their Samples?
The Salesman Who Carries Tales.
Before Your Salesmen Begin to Slip.
When is a Salesman Too Old to Work?
Making Pictures of Expense Accounts.
Selecting Representatives in South America.
Should Buyers Wait Until They Have a Call?
Our Experiences with Motion Pictures.
What I Learned Building a \$5,000,000 Business.
Sales Managers I Have "Fired."
Where to Look for Better Business.
Einstein's Theory Applied to Sales.

Five Points We Use in Classifying Salesmen.
Adventures in Recruiting Salesmen.
How Goodyear Picks Salesmen.
Does It Pay to Hire Salesmen for Their "Following?"
Using Your Salesmen to Get New Recruits.
When the Salesman Sued and Won.
The Jack-of-all-Trades Salesman.
A Pointer on the Use of Labels.
When the Sale Runs Into Big Figures.
Wrong Letters Made Right.
Forty Per Cent Replies from My Letters.
Marshall Field's Dealer Help Policy.
The Jobber as a Factor in Marketing Hardware.
Why I Give Some Dealer Helps the Preference.
What Should Determine the Sales Manager's Salary?
Is a Sales Manager Too Old at Forty?
Why I Passed the House Organ Buck.
The Market for Food Products.
The Technique of Field Investigations.
The Market for Electrical Products.
The Art of Cutting Your Price.
Set Speeches vs. Chance Guesses.
What I Think About Canned Sales Talk.
Our Experience with Forced Draft Sales Plans.
Trade-Mark and Good-Will Protection.
When the Buyer Whines "Hard Times."
Pulling Orders Out of "Hard Hit" Territories.

Price \$6.00 on Approval

The book is heavily bound in buckram, lettered in gold. The edition is limited to 100 copies, most of which have already been sold. To make sure of a copy for your library, order now.

THE DARTNELL CORPORATION

Publishers to Sales Managers

1801 LELAND AVENUE

CHICAGO, ILLINOIS

Sales interests that have sought to convert the Congressional Commission to the idea that the cure-all for the high cost of distribution is to be found in increase of turnover, have exploited at Washington two principles that cannot but interest all sales executives. The first of these principles is that after goods are assembled the problem of distribution is about the same for all classes of merchandise. The second principle is that the four elements in distribution—producer, wholesaler, retailer and consumer—are irreducible. This last has been worked out for the benefit of the Congressional Commission, in proof that the attempt to eliminate the middleman has succeeded and can succeed only in name and that the proper course is to allow the middleman to remain but encourage him to quicken his turnover.

Appraisal at Washington figures that "elimination" of the middleman will fail because there is no elimination of motion or investment and no cutting down of the time in which the goods move from production to use. In other words there is no increase in the rate of sale or turnover. First, by way of example, there was considered the case of the manufacturer who establishes his own retail stores. The verdict was that such a manufacturer, instead of eliminating anything has merely paralleled the existing retail system. No labor has been saved, no motions have been saved, no bookkeeping has been saved.

Next, under the microscope went the claim of the department store that boasts that it has eliminated the jobber. And it was revealed that because the average department store will not buy sufficiently in advance and will not adjust its purchases to take care of "fill-in" orders, it has come about that the average manufacturer, selling mainly to department stores, has been compelled to set up local warehouses, that take the place of the jobber who has supposedly been eliminated. Similarly, it was charged that the chain store systems, having played out the game of buying from manufacturers in large quantities but demanding direct shipments in small lots, have now been forced to establish their own warehouses in the territory served.

Held up, in all the arguments at Washington, as an incentive for higher rate of turnover on merchandise at all levels has been the large proportion of the consumer's dollar that goes to pay the expenses of selling at the different stages. Composite figures spread on the Commission's records covering a number of lines show an average cost to manufacturers for selling of 12 cents as compared to 37 cents for actual production. Wholesale expense, supposedly all charged to selling, is given as 10 cents and the retailer's expense as 28 cents. That allows the manufacturer a profit of 4 cents on the dollar, the wholesaler 3 cents on the dollar and the retailer, 6 cents. This has afforded an interesting comparison of ratio of selling expense to net profit at the different steps in distribution.

One may say too much even on the best subject.—Old English proverb.

The Burroughs "Earn and Learn" Plan of Sales Instruction

By Eugene Whitmore

of the Dartnell Editorial Staff

The old objections—"the men will not read it," and "it costs too much to bring the men in to the factory" are eliminated in the new Burroughs plan of sales instruction. The men must read the Burroughs educational material, and then submit to an examination of their knowledge of what they have read and studied. The sectional system gives the instruction to the men as they work, and eliminates the necessity of bringing the men into the home office for study. This is the second article of a series appearing in "Sales Management" telling how the wheels go around in the Burroughs sales department.

NEARLY every sales manager believes that it pays to train salesmen. Hundreds of concerns have gone to great pains to outline courses of study, prepare sales manuals, and compile selling helps for their salesmen. Many of them have enjoyed an increase in sales as a result of the training given their salesmen, but the most convincing demonstration of actual results from sales training that I have ever seen was shown to me recently while visiting the sales department of the Burroughs Adding Machine Company at Detroit.

The proof of the efficacy of sales training was simply the records of the salesman who had finished certain portions of the Burroughs Educational Course. Invariably a man's sales were influenced by the course of study. Mr. C. W. Treadwell, manager of sales instruction, showed me the sales records of a number of salesmen. For instance when a man's sales were low on calculating machines it was found, practically without exception, that this same man had made a low grade on that portion of the educational course devoted to calculator instruction. When the records showed that a salesman was having unusual success with one certain line of business, say public service corporations his grades on that part of the educational course devoted to public service corporations were sure to show high marks.

Every Salesman Graded

"We have prepared a form on which we record a man's percentages on the various parts of our educational course—on the back of this form we keep the record of a man's sales. In this way we shall be able to determine just how well a salesman is making use of the study material furnished him.

"This is the first time we have ever said "Must" to our salesmen. We have outlined a definite course of study, which will require approximately one year to complete, and which they are expected to master every detail of. It is the first attempt, as far as we know," said Mr. Treadwell, "to put in a rigid course of instruction which is not optional on the part of salesmen."

Burroughs salesmen are not required to study in classes, but are required to devote from one and one-half to two hours a day to the educational course.

About twenty text books are furnished the salesmen in addition to the regular selling manuals, books of photos, book-keeping systems, etc., which the salesmen use in their daily sales work with customers.

Frankly I believe that this is the most comprehensive course of study and method of training used by any concern in the country. "It is intended to make this the best trained selling organization in the field, if not in the world," says Mr. Treadwell, and the writer is convinced that their men have the greatest opportunity to qualify as such that is afforded any group of salesmen he knows anything about.

The entire educational course as provided requires approximately one year to complete.

The full course is divided into six courses, all more or less complete in themselves. They are as follows, and are intended to keep a step ahead of the work the man does in the actual selling work in the field.

- Junior Training Course.
- Junior Course Advanced.
- The District School.
- Elementary Senior Course.
- Selling School for Seniors.
- Advanced Senior Instruction.

The first section of the junior training course is entitled: "Selling the Burroughs." It starts right in with a brief history of the invention, founding and development of the Burroughs proposition. The first three sections are devoted to a discussion of the company, the man and the machine. It is designed to sell the new salesman on the company, his own opportunity and chance for success and advancement, and to give him the ground work of information about the Burroughs itself.

The Saturated Territory Bugaboo

Although departing in no way from plain common sense, and "brass tack" information, there is a decidedly inspirational tone to the first section. All through the entire book we find such quotations as "Every forehead that is bathed in glory is first bathed in sweat," or "To rest content with results achieved is the first sign of business decay."

From the very beginning the educational material provided as a part of the

educational course makes an attempt to set the men right on the very things that are apt to confuse or discourage every salesman. For instance there is the old bugaboo about a man's territory being exhausted of opportunities for more sales. In the first book a new salesman receives we find a page devoted to the idea of showing the salesman that there is no such thing as a territory that has been exhausted of possible Burroughs buyers.

The subject of promotion is also taken up and the man is given to understand just how promotions are made and how he will have to qualify for promotion.

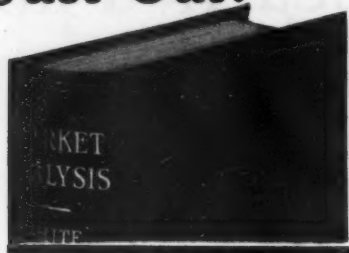
We find this sentence among others in the section devoted to promotion "Do not get the impression as a salesman that a high percentage of sales secured along some one line will entitle you to distinction by reason of your high percentage, and sufficient capital to finance a small agency would entirely justify your promotion to an agency manager-ship."

One Dose at a Time

From the very beginning the salesman is given to understand what is expected of him—what will be required before he can expect promotion. Time and again I have seen brilliant salesmen give up and resign from good positions simply because they thought they were accomplishing wonders in sales, when as a matter of fact they were selling only one or two items of a long line. They thought that their work was not appreciated, yet if the officials of their company had taken the trouble to inform them in advance just what was expected of them the men would have been entirely happy, and would have striven to comply with the requirements. Too many good men are lost to good organizations because the men do not appreciate the policies behind the company and their possible chances for bigger earnings and promotion.

The Burroughs idea of sending this educational material to the men in broken doses, so to speak, is the only logical way to insure a man reading, studying and learning the whole story. In my desk there is a 254 page book of sales instructions sent out to salesmen by a very progressive organization, employing a large number of high pressure salesmen

Just Out!



CONTENTS

How Market Surveys Are Made—Methods of Securing Data—Assembling and Analyzing Data—Presenting the Data—Organizing the Market Survey—Determining the Problem—The Preliminary Analysis—The Product to be Marketed—The Company—The Industry in General—Competition—The Company's Customers—The Ultimate Consumer—The Nature and Size of the Market—Potentialities and Limitations of the Market—Distribution—Sales and Advertising—Foreign Markets—Applying the Market Survey to Business. Bibliography. Index.



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5½ x 8
52 charts
and diagrams
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Here is a new book, written to help men solve today's biggest problem—the problem of bigger sales.

It shows the sales executive that sales can be obtained through the scientific analysis and organization of markets. It shows him how to use this new science—how to go about it to increase the distribution of his product.

Just as modern management methods made possible quantity production, so the science of market analysis makes possible quantity distribution. And quantity distribution spells MAXIMUM PROFITS.

Complete—Thorough—Authoritative

MARKET ANALYSIS gets right into the very heart of the whole subject of distribution. The author is a research engineer of broad experience, and he has translated that experience into practical how-to-do-it advice. Fifty-two charts, diagrams, sample letters and questionnaires, are given to show you how market research work has been done by others, and to give you a plan of campaign for conducting a survey of your own.

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You may send me for 10 days' examination White's MARKET ANALYSIS, \$3.50 net, postpaid.

I agree to return the book, postpaid, within 10 days of receipt or remit for it.

Name _____

Address _____

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Name of Company _____

SALES MANAGEMENT

who have been eminently successful. But I haven't the slightest idea of what is in 90% of these 254 pages. I know that they would be interesting. But it is practically all solid type, no charts, forms, or illustrations. Despite the fact that the book (what I have read of it) is well written and thoroughly practical I have not found time to go through it carefully, yet in one night I did go through and read carefully one entire section of the Burroughs Junior Training Course.

So I have already read more of the Burroughs course than I have of the other one, regardless of the fact that the other book has been in my possession for nearly a year. Now that is about the way the salesman reacts toward instruction courses. Big volumes of plain reading matter unbroken by pictures, illustrations, charts, or forms is apt to scare him. But a series of small volumes, well illustrated, and attractively printed will gain and hold his attention. Even as it would yours or mine.

But the Burroughs people do not stop at making their educational course attractive to read, and good to look at. Mr. Treadwell tells me that the 1921 appropriation is more than one hundred thousand dollars for educational work alone, hence it is necessary to insure the men's careful use of all the educational material. In order to know just what progress the men are making it is necessary to hold examinations frequently. As in all other Burroughs work nothing is left to chance in the examinations. With every section there is a questionnaire covering every conceivable point made in the educational material in the same section.

Before me is a notation made from the questionnaire on section three of "Selling the Burroughs." To give you an idea of the thoroughness of this questionnaire I shall quote a few of the questions:

"While talking to the Browning Dry Goods Company Mr. Browning said 'You say you can save us money. Name three ways in which you could save us money.' Name the three ways you would call to Mr. Browning's attention."

"Suggest five kinds of indirect losses which a merchant might suffer which the proper use of an adding machine might have prevented."

"You are expected to learn the 324 demonstrations verbatim and be able to give it before your agency manager or the district instructor when required. Are you prepared to give it when called upon?"

There are twenty pages of questions on this one chapter alone, so it is easy to see that when a salesman answers these questions with a reasonable degree of accuracy that he is apt to know the section thoroughly. Even if he could copy the answers out of the instruction book he would know it pretty well, it seems to me.

The Burroughs staff has prepared an accounting plan for the small retail merchant which will give him all the essential information which he needs to manage his business with intelligence. It may be maintained with the minimum of effort and cost when used in connection with a Burroughs.

This system is thoroughly illustrated, with all sample forms, and an entire rec-

ord of the average business transactions in a small store. The material is all arranged in a handy portfolio which enables the salesman to give a very graphic and convincing demonstration of the system.

But the salesman is not merely given the portfolio and shown how to use and then turned loose to work out his own salvation. Before he is allowed to demonstrate this system of accounting he must undergo an examination on the essential points brought out, and prove that he can demonstrate its use and advantages thoroughly.

How many times have we heard these instructions given to new salesmen "Now old man the best way to learn is to go out and meet up with some of the objections you will have to answer and get an idea of some of the problems you have to solve. Then if you get stumped, come back in to the office, or write us and we will help you out."

A good plan perhaps, but it reminds us of the plan of throwing youngsters in deep water and letting them sink or swim—it is a fine thing—for those who swim, but hard on those who unfortunately drown.

The Burroughs Educational Work is under the supervision of C. W. Treadwell a former Burroughs salesman. As field assistants Mr. Treadwell has a District Instructor in each of the eight districts, whose duties are to supervise the instruction work in their particular districts and to maintain contact with the men in the field and assist and advise them in their studies.

These men overcome the obstacles to the correspondence instruction method, and serve both the men and the home office in much the same fashion as liaison officers.

In a magazine article of this kind it is impossible to give an adequate conception of the scope and thoroughness of the Burroughs system of educational work among their salesmen, but the main idea is merely to show that at least one concern has found that it pays—yes that it is necessary to say "Must" to their salesmen when the question of study comes up. They have found, as others are finding, that it is now imperative to give a man a great many more reasons for buying than ever before, and to do this the salesmen cannot be depended upon to dig out all the necessary reasons, and to formulate all the plans, ideas and selling methods which are absolutely necessary in these days—he is there to put them in action—he cannot do the research work, think months in advance of the need for sales to certain lines, and still keep a step ahead of the buyers and of competition in formulating new uses, and applications of the product he is selling. This is the work of the home office, and in the Burroughs organization there is no stone left unturned.

The Nash Motors Company is enjoying a running start upon the other car companies. They have already introduced their 1922 series of six-cylinder cars. This early introduction of the new model is a sales stunt engineered by the Nash Company.

A Creative Idea—Possibly for You

THE Textile Industry closes 1921 not in a state of readjustment, but with readjustment completed—actually back to normal.

By this we mean that high priced inventories have been liquidated; that mills have had at least six months of good average business; that the governing factors of trade are the old fashioned fundamentals—cost of production, supply and demand.

Those who have industrial products that can be sold to Textile Mills, are neglecting an opportunity unless they are going after this business in a strong, aggressive way. That there is business to be had in this industry by those who go after it, is being amply demonstrated by some 850 concerns who are using advertising space in TEXTILE WORLD—most of them using this space as the backbone of their campaigns.

Fundamental Facts

But we don't propose to sell you TEXTILE WORLD in this advertisement. What we do want is to get you interested in the Textile Industry as a market worthy of your cultivation. Assuming that you have never regarded this industry as a field for intensive and separate sales promotion, let these

few fundamentals be the basis of your first consideration.

1. Ranks next to Steel and Iron in capital invested (\$3,044,207,223) — in fact the Census Department says that these two industries are running so close to each other, it will not be known until all figures are in which leads.

2. Is national in scope.

3. Uses most every type of industrial equipment in addition to strictly textile machinery.

4. Is so different from other industries in organization, manufacturing processes and atmosphere that it forms an isolated industrial group unsusceptible to any but **specialized** sales efforts.

What to Do

Now, to start the ball rolling, we suggest that you do two things—(1) Ask us to send you a free copy of "Selling to Textile Mills," which gives in condensed form the more essential facts about the Textile Industry as a market for industrial products; and (2) ask us for a brief survey of the field for your particular product.

To do both of these requires no effort other than to write a letter. It puts it squarely up to us to prove the case to you. If our investigation shows that you would not be warranted in making a special effort to get business from textile mills, we will be the first to admit it.

Consider the Textile Industry for 1922

Textile World

334 Fourth Avenue

Boston Philadelphia Chicago Greenville Cleveland Manchester, England



Trade-Mark and Good-Will Protection

Subscribers are invited to submit problems relating to registration of trade mark, label infringements, etc. If possible, they will be answered in a forthcoming issue. Address: Trade Mark Department, Sales Management Magazine, 1801 Leland Ave., Chicago.

Safeguarding the Prestige of "Exposition Awards"

Bridgeport, Conn.—We have been fortunate above all our competitors in securing exposition awards—medals, blue ribbons, certificates of merit and other testimonials to the excellence of our product. Do the laws for the protection of industrial property take cognizance of this element of good will?—R. B. for C. Co.

This correspondent whose predicament is unusual but by no means unique may find comfort in the precedent established in the case of the John B. Stetson Company, the well-known hat manufacturers. The Commissioner of Patents ruled in that case that while it is true that no one is entitled to monopolize the idea that a medal has been awarded to him for the excellence of his goods, a medal winner may register as a trade-mark the exact representation of the medal received.

Patent Name Needs Qualification

Knoxville, Tenn.—Our patent attorneys tell us that we must put the word "Brand" after our trade-mark in all our literature, due to the fact that our product is a patented article. In other words, unless we do so, when our patents expire, any one can make the device and call it by the name we have coined, probably not using the same type of lettering for the word, but sufficient to enable them to comply with specifications that come out of the architect's office. They claim this is based on the decision of the Supreme Court of the United States in the case of the Singer Sewing Machine Company. We do not want to use the word "brand" as it sounds rather cheap to us, but we want to be fully protected. Your comments will be appreciated.—W. P. T.

Fundamentally, it is sound advice that your attorneys have given. In countless cases, the Federal courts have held that if a trade name is the name of a patented article—that is to say if the inventor or pioneer manufacturer supplies the public with no other designation by which to call for the article,—then does this name of the goods fall into the public domain at the expiration of the patent and become available to promiscuous use by all makers of such merchandise provided, of course, they do not make the use of the free-for-all name an instrument of unfair competition.

Even aside from our correspondent's prejudice against the word "brand," we believe that there is a better way to establish the patented product here cited as the fruit of the factory where it originated. Our advice would be to always (in advertising as well as in the labeling of the goods) associate the name of the producing company with the trade-mark. This does not mean that the caption must be made cumbersome by inclusion of the full corporate name. Merely take the dominant or essential feature of the corporate name and associate it inseparably with the fanciful name. In the case of the concern that has raised the

issue, a single word from the corporate title inserted as a prefix to the trade name—thereby establishing the right of possession—should serve the purpose.

There are in the annals of business many object lessons that counsel such a policy. A conspicuous one is the case of "Featherbone," which, because it was the name by which a patented article was known, lost its individuality and its role as a mark of origin when the patent lapsed. If only the originator had from the outset persuaded the public to call for "Warren's Featherbone" instead of merely for "Featherbone" the good-will built up at such pains would not be jeopardized. With the full protection now afforded corporate names there is every incentive for every trader to link his corporate name with his trade-mark, if he has not had the foresight to include the trade name as part of the corporate title.

Trade-Mark Needed for Good-Will Expression

Detroit.—We are fully cognizant of the dollars-and-cents value of established good will, the more so because we may some day wish to have our good will accepted as an asset if we dispose of our business or become a subsidiary in a merger. But our product does not lend itself readily to the ordinary forms of branding and we are wondering whether we cannot build good will without use of a trade-mark.—T. V. B.

Good-will may be built on any one of a number of forms of foundation, as witness the good-will of venerable retail establishments that never advertise yet profit by "ancient partialities". Admittedly too, a trade-mark is nothing more than a symbol of good-will. Nevertheless, it is almost invariably true that, other things being equal, good-will will grow more rapidly when a trade-mark is used than otherwise. The trade-mark is in the eyes of ultimate consumers a reminder of the existence of good-will and at the same time spurs consumers to place the repeat orders that are the most acceptable dividends of good-will.

"Sales Management" has proven a mighty valuable sales aid to me in many ways, and I do not believe that, after having received it for a year, I would care to be without it." G. S. Lukens, Dist. Sales Mgr., The Line-A-Time Mfg. Co., Inc.

"We appreciate the service rendered by The Dartnell Corporation, and feel that sales managers everywhere derive great benefit from your reports and 'Sales Management.'" G. D. Colburn, President, Dilver Mfg. Co.

Prove It—Show him the Letter!

If your salesmen could show skeptical prospects the testimonial letters received from your satisfied customers—it would remove doubt and often get the order. Hard-shell prospects demand proof. You could probably provide it by multiplying the use of the testimonial letters lying idle in your files. Why not put power behind those testimonials? Give a copy to each one of your salesmen. We make photostatic copies of anything written, printed or drawn, Letters, Contracts, Reports, Plans, etc. Accurate—inexpensive—positive proof.

WRITE FOR SAMPLES

Send a fresh testimonial to your salesmen regularly and note the effect on their morale and orders. Let us send you samples and prices.

Ajax Photo Print Co. No. 39 W. Adams St. Chicago, Illinois

Letters to Salesmen

Send your salesmen my stimulating weekly letters. One month's trial service, \$1.00. House Organ and Sales Bulletin Contributions furnished at a moderate charge.

JOHN J. LUTGE

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POSTAGE, 18 East 18th St., New York.

Let the Dealer Know That You Are Advertising

Confidence is the key to co-operation. Confidence is contagious.

The retailer believes in the newspapers he reads—in New York, The World and The Evening World. (See the World's Graph Book).

The retailer believes in the newspaper in which he advertises—in New York, The World and The Evening World. (Ask for comparative Department Store and Home Furnishing figures.)

Make sure of the dealer's confidence by advertising in his favorite and trusted home newspaper, in his own tested advertising medium. He is himself a representative consumer, and he knows local advertising mediums.

The retailers' choice, in most cities, is *first choice*.

When the dealer sees your advertising where it inspires confidence, where he knows it ought to be, he'll co-operate.

To "tell the trade" about your advertising is not enough.

Let the trade SEE IT. Nothing easier!

The New York World's Merchandising Department

Maller's Bldg., Chicago

Pulitzer Bldg., New York

Ford Bldg., Detroit

The "Call-Back" Habit

If your salesmen are in the habit of making many call-backs stop one of them tomorrow morning as he starts out and ask him "Why are you calling back on So and So today—what point are you going to bring up—what have you to say to him today that will be more likely to influence him than what you said the first time you called?" Nine chances to one Mr. Salesman will have no definite answer for you. He will not know just why he is calling. He is taking a chance that he will find some point of contact after he gets inside the buyer's office. This article tells how one concern, the E. E. MacCrone Company added to the efficiency of every call made by their salesmen.

"I DROPPED in to see if I could interest you in some stocks and bonds today?"

Did you ever have a salesman start his canvass in that manner? Perhaps that is slightly exaggerated, yet at the same time there are some salesmen who seem to be slow in getting started with their interview. They "feel around" to see what response they get from their prospect. Now that was all right during the time when stocks and bonds and investment securities were enjoying the greatest period of prosperity they ever knew, but in common with all other lines the investment security business experienced a slump some months ago.

Noticing this tendency, the sales manager of the E. E. MacCrone Company of Detroit instituted a plan that would insure his salesmen having something definite to talk about on every call.

"We have made an accurate record of every contact with a customer or a prospect by one of our salesmen. We prepared a card system which would show, among other things, what a prospect was interested in—U. S. Bonds, Foreign Exchange, Public Utilities, Rails, or Industrials. A record of his preferences, and his present holdings were also made for every call. The cards provide for a number of calls so that every succeeding visit made by the salesman would show, at the same time indicating any progress made, or changes in the prospect's financial status, or any changes or additions in his investment holdings.

"In addition to this we have a personal record of the prospect which shows his business or professional affiliations, income and approximate worth."

So far there is nothing new in this idea. But the way in which the MacCrone Company have used these cards to base their sales work on a definite idea for every salesman on every call is interesting, if not exactly new or novel.

One of the first advantages is the fact that with one of these cards before him a new salesman can take up the work on a customer or prospect knowing what the previous salesman has said, what he tried to sell the customer, what he has sold him. In short he gets a sort of bird's-eye view of the former salesman's activities in connection with this particular prospect.

Then they form a record of how well a salesman is taking care of his customers or prospects. Often one of the sales executives in going through a cabinet of the cards find that certain customers have been marked up for a call back on a certain date. The record shows that this call was overlooked by the sales-

man. It is investigated. Perhaps it shows that the salesman is neglectful, or that he has more calls than he can make, or that he has exhausted his sales ammunition on this prospect. If such is the case the card is assigned to another salesman, or put in the inactive file. In this way a careful check-up of the thoroughness with which the salesmen are working the field can easily be made.

"But most important of all, the cards, when used in connection with the salesman's previous sales records, give us an accurate check on the salesman's ability to handle the class of prospects he is calling upon," said the MacCrone sales manager to a representative of "Sales Management." "To illustrate. In checking over the cards we find that a man whose average sales amount to only \$200 each, will report calling on a man who is not interested in investments of less than \$5000. Obviously this salesman does not measure up to this prospect. He could not, or does not talk in big enough figures to suit this man. If he were in the habit of talking in big figures to the larger investors, he would have been making sales in larger denominations.

"So when we find this we send a salesman whose previous sales record indicates that he is able to handle the larger buyers. Often our salesman who think in big figures report calling on a small buyer. These salesmen would not bother to call on these smaller buyers. Were it not for our system of reporting every call many of the big salesmen would make no record of the smaller buyer, and their business would be lost in the event the big salesmen failed to make a sale on the first call.

"The progressive record of calls enables us to judge whether or not a salesman is making any progress with his prospect. If he is not we have found that there is little to be gained by permitting that salesman to continue calling. He is barking up the wrong tree. So we turn this prospect over to another salesman who seems to be better fitted to handle the case. But he has the card record to guide him. He knows what items, what classes of investment the first salesman has been talking about, and has a record of the customer's present investments and his views on the various offerings. But he goes in to see this customer with a new angle in mind, with a new proposition and a fresh viewpoint. He does not meet with that 'Oh here you are again' attitude which occasionally greets the salesman on his third or fourth call."

The MacCrone Company found that it does not pay to give exclusive territories. Their card records show that there are

too many diversified classes of buyers to give any one salesman full sway over a certain restricted territory. They use the cards to protect the salesmen, but the exclusive right to any prospect must be maintained only by the proper amount of work or results.

One of the selling helps used with great success was a comprehensive analysis of sixty active stocks. Many interesting facts were brought out in this analysis, such as the dividends paid per share, earnings per share, working capital, and other facts to guide the investor. Five outstanding values in twelve groups of stocks were listed. Armed with this information the salesman can consult his cards and ascertain the names of all his prospects who have shown an interest in any of the groups in the list. He then has a mighty good excuse to call on the prospect and place this information before him. It makes a good background on which to build his selling canvass for that visit.

Other material is used in the same way, the idea being to prevent the salesmen from getting in a rut with his customers and prospects. There is a rule in the MacCrone sales department that a salesman must continue calling on his customers within stated periods. If his card records show that he is neglecting them he immediately forfeits exclusive rights to this customer, unless of course there is a good reason.

This plan of keeping records of every contact made with every customer and prospect, and in not allowing exclusive territories has kept the business of the MacCrone Company in better shape than many other companies in the same line who have allowed their salesmen to operate by rule of thumb, or have permitted the salesmen to handle their own records, and set their own call back dates.

The sales manager can run through a whole filing cabinet full of cards in a few moments, as the cards are tabbed by months, and when a call is not made the tab shows up and reveals the facts that the card has not been filed ahead. In this way the whole system can be operated with a minimum of effort and detail, yet in itself it shows up all the details of the work of the entire sales force.

More and more sales managers are realizing that their men require closer supervision, and more careful checking. The man who is out making calls all day and selling is apt to be lax in his system—is apt to fall behind with his records, and overlook valuable customers, or prospects. A system such as this prevents many of the losses that creep into a salesman's work.

What Is a Fair Percentage of Returns

(Continued from page 98)

to 5 or 6 per cent if no cash is required in advance and the article is sent subject to examination and return if not satisfactory."

Returns from Four-page Sales Letterheads—the LaSalle Better Letter Trophy was awarded at the Detroit convention of the Direct Mail Advertising Association in October 1920, for a letter sent out on a four-page illustrated sales letterhead to 45,912 people which produced 844 inquiries and from \$75,000 to \$100,000 worth of directly traceable business.

With a four-page sales letterhead sent to 72,200 grocery and delicatessen stores a grape-juice company produced 5850 returns or 8 per cent, with orders for 2325 cases of its product and yet the company was not satisfied with this return.

William A. Hersey, of Robert H. Ingersoll & Brother, New York, before the Cleveland convention of the Direct Mail Advertising Association, said: "I have tried all sorts of circulars, broadsides, small envelope stuffers, mailing folders, four-page letterheads, and four-page circulars with separate letters and I stick pretty closely to the 8½x11 single page, or sometimes I use the 11x17 (four-page letterhead) with a special letter, and sometimes I use it with a letter on the first page."

A varnish company using two-page illustrated letterheads reports this: "We find that our illustrated letterheads with inclosures which go with them have produced many actual orders for dealers."

Results from Booklets—It is not often that any direct results can be traced to a booklet, yet the manufacturers of an office specialty device (cited with the understanding that their name should not be used) gave the results of a booklet which we shall call "Judging By Results" or "The Choice of a Check Protector," though it was not a check protector, but a much higher priced article. They sent out approximately 450,000 copies of this booklet and received 32,000 direct inquiries, placed more than 4,000 trials, and sold almost 2000 machines. Their machines probably average \$300 each and this meant \$600,000 worth of business from one booklet! It was followed up by salesmen, of course.

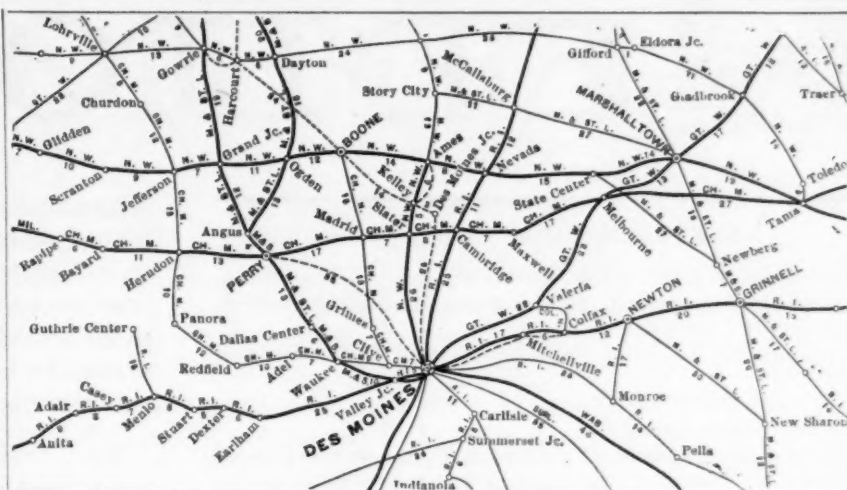
The United Drug Company, as told in an article appearing in Postage for March, 1916, page 42, incorporated as a part of the cover of its premium catalogue a coupon valued at \$1.00, which enabled this company to check directly the attention given to their catalogue.

Returns from Mailing Cards and Circulars—A simple slip, 3½x8¼ inches, printed in one color, both sides, produced over \$4,000 worth of business in two days for a mid-western truck company. This offered a special price on chains and sprockets, one side played up the "extraordinary offer," the other side was an order blank.

A simple mailing card, regular in fold, offering factory equipment pulled over \$7,000 worth of business in direct results, "not to mention the assistance it

(Continued on page 118)

SALES MANAGEMENT



Showing Partial Reduced Section of Iowa Map

The 1921 Edition of Blum's Commercial Atlas

will prove invaluable in helping you
GET 100% OUT OF YOUR TERRITORY

We have revised it up-to-date so that
it gives the latest information such as:

**INCREASED POPULATION • NEW INDUSTRIES
IMPROVED TRANSPORTATION FACILITIES
ALL COMMERCIAL HOTELS AND RATES**

Price Complete:
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ASK FOR CATALOG F

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Purchase a pocket edition of our Individual State Maps from your local stationer. Price 25c each.



Always on Hand
Clean and
Presentable

WIGGINS
Peerless Book Form
CARDS

The Open Sesame to Acquaintance and Business

Wiggins book-form cards carry an impression of quality and distinction.

Handy leather case fits vest pocket. Cards detach with a smooth, clean edge—not perforated. Tissue between cards can be used for memoranda. Ask for tab of specimens.

WIGGINS
Peerless Book-Form Cards
THE JOHN B. WIGGINS CO.
Established 1857
1100 S. Wabash Ave. 122 S. Michigan Ave.
CHICAGO



EDITORIAL

What This Magazine Stands For—

1. Elimination of Wasteful Methods in Sales and Advertising.
2. Greater Appreciation of the Sales Manager's Place in Business Building.
3. Ascendancy of Sales Department Over Production and Credits.
4. Uniform Mileage Books.
5. Lower Hotel Rates.
6. A Mercantile Census of the United States by the Federal Government.
7. Co-ordination of All Sales Activities Under One Man Control.
8. Organization of Sales Managers Association in All Sales Centers.
9. Ultimate Federation of These Associations Into a National Association.
10. Education of the Dealer and Jobber and Their Sales People in the Art of Selling Merchandise.

Prepare Now for Better Business Even the most pessimistic bankers agree that we may expect better business. Indeed there is not much room to debate the point because business is already better. The Dartnell Index for October sales, based on reports from 250 business concerns, shows that general sales were almost at normal on November 1st, and by this time are, no doubt, over the normal line. So the time has passed where we need to sit down and watch the charts for the first signs of returning business. Once more we can look ahead, and take our cue from the future rather than the past. Business is going to be better, money is going to be easier, costs are going to be lower. That is the outlook for 1922. What does this mean to the sales manager?

First of all it means that it is time to gather facts so that when he goes before his board of directors in January he can get an O. K. for a more energetic, and more aggressive campaign for new business. In other words, the sales manager must sell his 1922 budget to the directors on the basis of what is ahead, rather than what is behind. It is not going to be easy to do. There will be a lot of red ink used in making up financial statements this year. Directors are usually men of advanced years, and it is typical of old age to look backward rather than forward. It is up to the sales manager to give his directors a vision of hope, the vision of better business around the corner, and link up with that vision the need of spending money to make money.

Next to selling this idea of preparing for bigger business to his directors the sales manager must prepare in his own department. December is the best time of the year, and this is the best December in a decade, to recruit bigger men for the sales force. Salesmen are slowly but surely liquidating their ideas regarding salaries. Men who six months ago

talked blithely about \$10,000 a year, are now satisfied with a seventy-five dollar drawing account. It is a case of personal deflation, and it gives the sales manager an opportunity to strengthen the weak places in his selling machine so that when rushing business arrives he will be there with a 100 per cent organization to welcome it.

Then there is the matter of advertising. Perhaps it has been customary in former years to fix the advertising appropriation on the basis of last year's sales. Most concerns set aside a given percentage of last year's sales as a sort of good-will insurance. Ordinarily this is a wise policy to follow, but if followed this year it would be the height of folly because it would be equivalent to cutting down the advertising appropriation at the very time when by all the rules of business it should be increased. Next year is going to be a year of new business connections, new markets and new friends. A dollar invested in advertising in 1922 will be worth two dollars in later years. A hundred thousand dollar appropriation in 1922 will do the work of a two hundred thousand dollar appropriation in 1924.

Then, too, there is the physical equipment of the salesmen and the sales department. What can be done here to prepare for better business? How about the salesmen's sample equipment? Are their advertising portfolios up-to-date? Is the field supervision what it ought to be, or has the wave of economy worked havoc here as well as at the home office? Are the men supplied with effective report forms? Are they receiving regularly some message of good cheer and stimulation from the office? And the sales department itself. Are the records capable of elastic expansion? Are proper map and tack systems installed? How about the sales quotas? In fact how about everything that effects the work of the men in the field? Is everything ready for better business?

—o—

Standardization of Sales Forms At the meeting of the Association of National Advertisers held November 21st in Lakewood, N. J., that body went on record as favoring the standardization of selling literature, as well as standardizing magazines and publications. This matter of standardized sizes has long been advocated by various associations, and while some headway has been made, much remains to be accomplished. From a common sense standpoint everything is in favor of standardization in the sales department. For example, most sales forms could be in two sizes either 5½x8 or 8½x11 inches, or multiples of that size.

COMMENT



Instead of furnishing salesmen with a dozen kinds and sizes of reports, they could be standardized and used in one binder as pointed out in "Sales Management" some months back. The same is true of booklets used in sales work. Instead of having them whatever size happens to take your fancy, a standard size would make them more convenient for your salesmen to handle and save you hundreds of dollars every year in envelopes.

What the President of the Royal Typewriter Company Wrote His Managers

"There have been times when I have hesitated to drive our sales force too hard, because I knew that the salesmen were up against obstacles which would take the heart out of a man who was being driven. But I don't feel that way any longer. Now there is business and I expect our salesmen to get it." This in substance is a message which George Ed Smith, president of the Royal Typewriter Company, and himself one of the great salesmen of the age, sent to every Royal manager a few weeks back. It is a message which all of us might take to heart. For the last year we have heard nothing but reasons why business was not forthcoming. We are still hearing it. The latest alibi is foreign competition. What are we going to do? Are we going to accept this new alibi at its face value? We have had foreign competition before. We met it then and we can meet it again. It is just a matter of realizing that we must sell the product of the product, rather than the product itself. We cannot do this if we allow ourselves to be licked before we start. And in spite of all the sound conditions that underly today's business, most salesmen still persist that there is no business to be had, and that there is no use trying. On this point Mr. Smith writes his managers:

"Apathy is a hard thing to overcome, and it is contagious. It is a state of mind that salesmen get themselves into very easily as a reaction from the attitude of their customers, and I think you will discover that there is a certain amount of apathy in this organization that has got to be taken out by strong leadership.

"There is more reason for big sales now than there has been in two years. These sales are going to come gradually to some men and some offices, but with pretty strong increase to those who know that if they go after business the business is there, and that the only thing the matter with them is a little apathy that is covering up a whole lot of good orders."

SALES MANAGEMENT

Is that not true of many of us? First, the war boom made it so easy to get orders that little or no effort had to be extended by sales forces. This, naturally, tended to breed laziness. Then when conditions flopped to the other extreme a great many salesmen simply concluded there was no use trying to get orders, as none were to be had. Thus inactivity and indifference were again fostered.

Is it now true, however, that birds are again in the bushes and that they will be bagged by those who lose no time in faring forth to beat the bushes with the most strenuous vigor and consummate intelligence?

Destroying Third Class Mail

The impression seems to be general that third class mail, not marked "return postage guaranteed" may be, and usually is, destroyed by the post office if undelivered. The same idea prevails in regard to third class mail on which no street address is given. Under the Burleson administration of the post office many strange things were done in the interest of economy, and those of us who send out quantities of third class matter have good reason to believe that more often than not a good part of it was used to heat post offices. It is therefore very reassuring and pleasing to learn through a post office official that if you suspect any postmaster of burying or destroying undelivered third class matter, and will report the matter to Postmaster General Hays, the case will be promptly investigated and if the suspicion is affirmed the postmaster will be discharged at once. Good work, Mr. Hays.

Spend December Out in the Field

Next year will call for many radical changes in the sales plan. The old patched up 1920 plan which most sales organizations have been using won't make the 1922 grade. Something better, something based on the new conditions which are now unfolding, must be devised. The sales manager who takes occasion to use the month of December to get out into the field and rub elbows with his prospects will be much better able to build his plan successfully than the man who sits at his desk and depends on hearsay and more or less biased reports. If you cannot spare the time away from your work to do some first hand investigating, possibly you can do your office work after prospect-seeing time. The few extra hours required will be the best time you ever spent.

DECEMBER, 1921



Personal Items



This corner has been set off to keep you informed of the movements of your friends and co-workers in the sales field. Help us to make it complete by sending in such personal items—especially new appointments—as you think would be of interest.

R. E. NUSE, secretary of Francis H. Leggett & Company, wholesale grocers, New York, N. Y., has withdrawn from active management of the sales department which is now in charge of CHARLES T. WARD, assisted by HAMILTON ROBB.

WILLIAM E. FARNELL, formerly sales manager for the Private Estate Coffee Company, New York, has been made sales manager of the New York plant of the Cheek-Neal Coffee Company of Nashville, Tenn.

H. C. JOHNSON, treasurer and sales manager of the service department of Merchants Trade Journal, Inc., Des Moines, Iowa, has resigned and not announced his plans.

GEORGE W. HOPKINS, vice president and general sales manager, Columbia Graphophone Company, New York, has been made a director of the company.

R. E. CHAMBERLAIN, who has served the Packard Motor Car Company for the past six years in various capacities such

as truck sales manager at the New York City branch and at the Packard factory, and assistant general sales manager, has been made general sales manager.

CHENEY BROTHERS, silk manufacturers, New York City, announce the appointment of J. C. HECKMAN as general sales manager, to succeed M. L. HAVEY. Mr. Heckman was formerly vice president of the United Drug Company, in charge of production.

MORRIS R. EBERSOLE, formerly assistant advertising manager of the American Radiator Company, and at one time connected with J. Walter Thompson Company, has been made sales manager of the Magill-Weinsheimer Company, Chicago, direct advertising.

The Franklin Automobile Company, Syracuse, N. Y., announces the appointment of GAYLORD A. HOYT as assistant sales manager, succeeding ERNEST P. JOHNSON. Mr. Hoyt has been with the organization about a year, calling on Pacific Coast dealers. Before joining the Franklin organization Mr. Hoyt was for eighteen years superintendent of the New York Telephone Company at Syracuse. Mr. Johnson, who has served the Franklin Company for seven years, has resigned to accept a sales position with the Charles G. Hanna Company, Ford distributors in Syracuse.

The Welborn Corporation of Kansas City, Mo., a new corporation, has acquired the interests of the Coleman Tractor Company, as well as the patents for "Juce," a liquid electricity, and will market these products. EARL L. WOODS, vice president and general manager of the corporation, has been active in the automotive field, having been associated with the John Deere Plow Company, and the J. I. Case Plow Works Company. LOUIS N. BURNS, merchandising counselor, has been occupied in the agricultural and tractor industries for thirty years in executive capacities with the Kingman Plow Company and the J. I. Case Plow Works Company.

P. S. DUPONT, president of the General Motors Corporation, announces the following changes in organization: J. D. MOONEY, now general manager of the Remy Electric Division, Anderson, Indiana, will be transferred to the General Motors Export Company as operating vice president; and I. J. REUTER, now general superintendent Remy Electric Division, will become general manager of that division.

After serving *The Farm Journal* as advertising director for eight years, IRVIN F. PASCHALL has resigned and will become associated with the J. Roland Kay Company, Chicago, as vice president. Mr. Paschall was formerly connected with N. W. Ayer & Son, *Good Housekeeping Magazine* and Doubleday, Page & Co. ALFRED F. JONES, who has been manager of the New York office of *The Farm Journal* for several years, has been made advertising manager.

Youth

We are a young agency. We are all young men. And we regard neither as a liability since youth and aggressiveness play so large a part in most selling situations. Every dollar of business we have has come to us solely through belief in our ability. And we fortunately have been able in most cases to justify that faith in us.

Write for these booklets:

"How to Judge an Advertising Agency"

"Points on Merchandising Advertised Products Through Department Stores"

"Merchandising Advertised Products Through Drug Stores"

J.H. CROSS CO.

General Advertising Agents

214 South Twelfth Street - Philadelphia, Pa.

Members
American Association
of Advertising Agencies

Members
National Outdoor Advtg. Bureau
Audit Bureau of Circulations

G. H. JONES, vice president and one of the founders of the Inland Steel Company, will retire from active service with the company the first of the year. WALTER C. CARROLL, formerly assistant general manager of sales of the American Sheet and Tin Plate Company at Pittsburgh, who has been elected a vice president of the Inland Steel Company, will succeed Mr. Jones.

HARRY B. HARPER, president of the Overland-Harper Company, Philadelphia, distributors of Willys-Overland cars, has been made sales manager of The Studebaker Corporation. Mr. Harper was formerly sales manager of the Willys-Overland Company, and at one time assistant to NORVAL HAWKINS who was then sales manager of the Ford Motor Company, and who is now sales counsel for the General Motors Corporation.

A. D. RETTINGER, having been sales manager of the Milwaukee, Pittsburgh, Philadelphia and Omaha branch offices of The Palmolive Company, of Milwaukee, has been made general sales manager of The Palmolive Company of Canada, Limited, at Toronto.

F. W. BRICE, formerly general sales manager of the Indian Packing Company, and more recently assistant general sales manager for the Armour Grain Company, Chicago, has been made sales manager of the Sunbeam Chemical Company, Chicago. ROBERT DELANEY, the former sales manager at the Sunbeam Chemical Company is now with the West Electric Hair Curler Company in New York.

ADRIAN D. JOYCE, president of The Glidden Company, Chicago paint manufacturers, announces that RICHARD W. LEVENHAGEN, vice president, has recently assumed direct charge of the sales policies and sales activities of the Glidden organization, which now includes two new products, Ripolin and Anaconda White Lead. Mr. Levenhagen has for many years directed the sales work for The Sherwin-Williams Company, The Detroit White Lead Works and the Martin Senour Company.

GEORGE S. FOWLER, advertising manager of Colgate & Company, was elected president of the Association of National Advertisers at their annual meeting in Lakewood, N. J., late in November. Among the other officers elected were: Vice presidents, P. L. THOMSON, General Electric Company; R. N. FELLOWS, Addressograph Company P. M. ZLMMERMAN, National Lamp Works of General Electric Company; W. S. ASHBY, Western Clock Company; H. K. GILBERT, president, Oliver Typewriter Company; E. T. HALL, sales manager, Ralston Purina Company; E. I. LEBEAUME, advertising manager, Hercules Powder Company; W. A. McDERMID, of the Autographic Register Company.

SALES MANAGEMENT

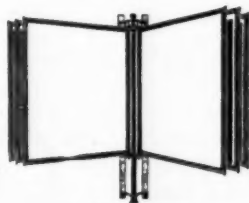


Multiplex Floor Fixture No. 3-B It is self-supporting; strongly constructed of steel tubing. Equipped with 48 state maps on removable wings, with thumb tack filler, ideal for map tack systems.

YOUR maps should be as convenient as these



WALL PIVOT MULTIPLEX



LARGE WING WALL PIVOT MULTIPLEX

THE MULTIPLEX way of using maps, has proven to be the best for the modern office because it guarantees absolute convenience, ready reference, close inspection and rapid comparison, without stooping or straining.

Multiplex concentrates all important information and business facts at your finger tips, and permits quick, confident, correct decisions on business problems and policies, otherwise difficult of solution.

Multiplex Map fixtures are built in all sizes, in desk, wall, and floor types, to suit every business requirement. They are equipped with Rand McNally or other maps.

Write at once for new book, "Facts Visualized."

Multiplex Display Fixture Company

New York City
St. Louis
Chicago
San Francisco
Cincinnati

508 Knickerbocker Building
925 N. 10th Street
1733 Republic Building
340 Pacific Building
1514 First National Bank Building

Multiplex

MAP FIXTURES

A Printer Is as Good as His Equipment Plus His Organization



One of the largest and most completely
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Our Equipment includes the latest and most efficient time-saving machinery—Linotypes, Monotypes, Color and U.P.M. Presses, Type-casting Machines, and complete facilities for Binding and Mailing.

Our Organization is composed of men and women who are experts in their work, and who are intelligent enough to realize that your interests are as important as their pocketbooks. That guarantees Quality!

Our Plant is in operation day and night 12 months a year—constantly turning out work for firms all over the United States. That guarantees Delivery!

Our up-to-date labor-saving facilities and the efficiency of our management enable us to take advantage of every possible turn of the market and figure closely on materials. That guarantees a Fair Price.

Thus, we are right on **Quality, Delivery and Price!**

In addition, we offer you every possible help in obtaining catalogue compilers, advertising assistance, editors, copy-writers, and everything else necessary to the promotion, preparation, printing and mailing of your catalog or publication.



Specialists in the art of catalogue and publication printing for more than thirty years

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CHICAGO

Letters to a Slipping Salesman

(Continued from page 84)

longer an ENTIRELY free agent. You would not allow your cook or butler to tittle. It would hurt you if someone you loved deliberately hurt YOU by harming HIMSELF. And that is where the case lies.

Mind you, I am making a point of the salesman who doesn't crook his elbow to the extent of fracturing it. The real danger is in the deadly uncertainty of such fellows. Since they are not sure of themselves, how can the employer be sure of them? That's a fair question. When McFessan told me of that Athens affair, I turned red—I know I did—and it was with shame. I felt as I imagine a father might who had not raised a child in the right way. There's a funny thing about drinking—the very people you do it with are the first to criticize you and get you into trouble. They turn what they think of themselves—on YOU.

I think I have made mention of the responsibilities of salesmanship. An organization of men holds the integrity of a product and of an institution producing it, in the hollow of their hands. That's literally true. Things are different now. When I was young and on the road, drinking was the accepted idea. It was expected of you. Almost everybody did. All that has somehow undergone a change.

You can't tell me that a man can sit up half the night drinking doubtful Twentieth Century hand-made hootch awake with a pale green nausea, and then step into a customer's office and sell goods in the way that competition has made necessary. I know he can't. Not even a super-man can do it.

How about your last three reports? Only one letter from you this week—a personal one to me that makes me feel as bad as if I had been whipped.

Regards,
Bill.

* * *

Dear Jim:

Wired you today to come home after receiving your last letter. Think it best that we sit down together and have a talk—the character of talk we used to have in my house, not so very long ago, over a pitcher of lemonade that tasted better than the finest brew ever bottled and labeled.

I refuse to take your letters seriously. I want to be a real friend—to the end.

We'll let the women folks discuss draperies, and Paris gowns and all that sort of thing in the front parlor, and your boy can play my boy at checkers—and beat the life out of him. And WE will go into the library behind closed doors.

Jim—Jim—a few years from now, you'll look back on these letters you have written me with a remorse that nothing can ever erase. In the meanwhile, business is good with us. We closed that Thompson-Starrett deal and will be working nights at the factory if things keep going as they are.

SALES MANAGEMENT

The sales organization is helping the advertising department frame up the Spring campaign. Think of that! These two solid bodies meeting on a friendship and collaborative basis! It's almost too good to be true.

Thanks for that order and report from Jacksonville. It was always your big territory. Florida has a welcome in its heart for you—always did.

Believe me, as ever,
Your Devoted Friend,
Bill.

The Split Commission Again

By W. D. Crouch
Sales Manager, Robertshaw Mfg. Co.

We also have our share of troubles arising from the division of commissions and we find that the best and most satisfactory solution of these cases is obtained by putting the decision up to the salesmen.

We recently had a case where one state manager had used every possible effort to secure an order from a concern in his home city, but, as the circumstances made it necessary for our instruments to be furnished with some new equipment, the order was secured by our District Manager in another territory, where the equipment is manufactured.

The district manager sent in the order with the suggestion that the commissions be divided with the state manager and stated that he felt that the state manager was entitled to as much credit as the one who secured the order.

It is our policy to pay commissions to the salesman that secures the order, as it is very difficult to determine where the business originated.

If shipment is made into a territory covered by another salesman, we often divide the commissions equally, and request the salesman who covers the territory, to render service and this plan is acceptable and satisfactory.

A Chicago sales manager ran an advertisement for a "Salesman who has the ability to size up his customers." Another company had an advertisement directly underneath it, saying, "Wanted, a salesman who does not know it all." One of the advertisements drew 108 replies and the other five. Guess which one hit the bull's eye.

"The writer has found 'Sales Management' of interest and profit. This has led us to the trial subscription to the Monthly Sales Service." A. V. Smith, Sales Manager, Streater Brick Co.

"The service rendered by your corporation is a most valuable and helpful one. I endeavor to read as much of the material you send through as possible, and take great pleasure in doing so." C. C. Gerow, Vice-Pres. & Sales Mgr., Hercules Powder Co.

Sales Manager or Assistant to Big Executive

An employer and developer of many executives recently said, "Give me the man who has successfully met a payroll for a year because that man has had the ideal training for an executive."

We are in touch with a sales executive who, as one of the chief executives of a rubber company, helped meet a payroll for more than a year. He therefore appreciates the related problems of finance and sales. He is a young man, not many years over thirty. An opportunity came to him recently to sell out his interest in his company at a good profit and he accepted it. He is now about to seek another connection.

Being a sensible young man, he frankly states that his chief ambition is for a progressive and continuous growth of knowledge and abilities in the administration of sales and related business departments. He therefore desires to be associated with some big executive of seasoned experience.

Previous to his present position, he was District Manager for a prominent and aggressive company selling a high-priced, high-grade store specialty, and prior to that he had five years of comprehensive experience in two of the largest tire companies in Akron. He is analytical; has the ability to plan and the capacity to carry through his plans. An opportunity is sought where he will be able to prove his ability and make a future for himself. Details of experience upon request or prompt interview can be arranged.

Address Box 1240
SALES MANAGEMENT
1801 Leland Ave., Chicago, Ill.

Binders for

Sales Management Magazine

\$1.25 Postpaid

The Dartnell Corporation
1801 Leland Avenue
CHICAGO



THE CURTIS HOTEL

10th St. at 4th Ave.
MINNEAPOLIS, U. S. A.

Largest and Finest Hotel in the Northwest

Sales Managers are awaking to the possibilities of "The Curtis" as their Minneapolis headquarters

One Full Block of Beautiful Lobbys and Amusement Rooms

TARIFF

75 Rooms with Bath, \$2.00 for one person
\$3.00 for two
325 Rooms with Bath, \$2.50 for one person
\$3.50 for two
200 Rooms with Bath, \$3.00 for one person
\$4.00 for two
Others with Bath, \$4.00 to \$10.00

European Plan - 600 Rooms - 600 Baths
\$2.50 up, Single \$4.50 up, Double
Agent's Sample Rooms \$5.00 per day



Headquarters in Detroit For

Old Colony Club
Detroit Automobile Club
Motion Picture Exhibitor's Ass'n

LARGE INFORMATION
RACK IN WRITING ROOM

Circulars on Request

Table d'Hote \$1.00 - \$1.50

Business Men's Luncheon 75c

HOTEL TULLER

A. McKENDRICK, Mgr.

DETROIT - MICHIGAN

Cafe a la Ca:teria Men's Grille

Of Interest to the Sales Manager Who Travels

The Biltmore Hotel of Providence, R. I., a new nineteen story structure which was promised to the traveling public some time ago, will be ready in the spring according to an official of the Providence Biltmore Company. Strike difficulties, a jurisdictional dispute between carpenters and sheet metal workers as to which should install the metal doors and window frames brought construction work to a standstill last September.

Sales managers who sell to hotels can look to a new form of competition if press reports regarding Montgomery Ward & Company are true. According to reports the Chicago mail order house has watched with envious eyes the success of concerns who have specialized in this field. It figures that outfitting the hotel is but a short jump from outfitting the home and future promotion plans will involve the placing of the firm's catalogue in the hands of all hotel owners.

A letter from the Greenfield Tap & Die Corporation to its salesmen makes an interesting point on the hotel rate situation. "It's a grand and glorious feeling," writes the company, "after you had hammered away at reduced hotel rates for months, and yet people like Statler and other prominent hotel men give you long winded explanations of why they can't

possibly ever reduce prices again, to get a letter from the Hotel Cleveland, Cleveland, Ohio, with one thousand rooms and one thousand baths saying that they have plenty of rooms with baths at \$2.50 a day, a lot more at \$3.00 and any number at \$3.50; that they have reduced prices in their restaurants. When you run across a good hotel on your route where prices are down to a reasonable figure, tell people about it. Tell them about the Hotel Cleveland."

Towns boasting of car building shops ought to be good markets these days as the railroads are again in the market for supplies and equipment. Only a few days ago, the Directors of the Chicago, Burlington & Quincy Railroad authorized the immediate purchase of equipment amounting to over \$15,000,000 consisting of 127 steel coaches, 55 locomotives and 7300 freight cars.

Ft. Wayne, Indiana, famous for garage equipment and electric meters is planning to add fresh laurels to its wreath by erecting a new fifteen story hotel to cost approximately \$1,000,000. The new hotel will be known as the Hotel Keenan and will be operated by the Keenan Hotel Company which operates The Waldorf, Toledo, Ohio, and the Plankinton Hotel, Milwaukee. Work on the new structure will be launched early in the coming year.

What Is a Fair Percentage of Returns?

(Continued from page 111)

has been in our mail and individual sales work," says the company.

Manufacturers of an electric vacuum cleaner reprinted their trade paper inserts and mailed them as mailing circulars to 18,000 prospects, adding a return card. "Each mailing," they wrote, "we received over 700 cards in reply." This would be a percentage of .038, but by this close follow-up month after month they report they were able to increase their list of active dealers 120 per cent in twelve months.

A simple motto card produced one of the most unusual results we know of. Besides the motto it contained the firm's trade mark and address, the latter rather small; it was printed on cover stock and made no suggestion of seeking a reply; yet a mailing of 4,000 of them produced 200 requests for "more of those cards."

Envelope Inclosure Returns—It is almost impossible, too, to trace returns from envelope inclosures, though one manufacturer recently showed us a series which produced in excess of \$12,000 worth of traceable business. A sewing-machine company finds itself loaded up with a lot of bottled oil that had been in stock for months and which apparently

would stay there for months more, but which did not permit of sufficient profit to advertise it, got up a little envelope inclosure which was mailed with the firm's bills, statements, and letters. This moved the old oil.

Seasonable goods are readily sold and their sales traced. Retailers are large users of envelope inclosures, of their own manufacture, and of those sent them by manufacturers.

Returns from Folders—A steel tank company sent out 5477 "stunt" folders—one making an ingenious or trick fold—and produced 115 inquiries which brought in \$6,200.50 worth of traceable business, total cost \$285.12.

A refrigerator company reports, after a careful statistical study, that it secures 9-10 of 1 per cent returns from its folders, but gets back \$5.50 for every \$1.00 invested.

Returns from Blotters—Blotters are frequently pure general publicity, but one saw company mailed out 5194 blotters, accompanying them with a multigraphed slip of about the same size and a return postal card. The concern got 254 replies for a free window display, indicating .049 per cent returns.

"Business Has Turned the Corner"

The fighting sales fraternity helped Mr. W. P. G. Harding, Governor of the Federal Reserve Board, to write in the November issue of System Magazine that "BUSINESS HAS TURNED THE CORNER."

The Chicago Tribune said that 1921 would REWARD FIGHTERS. And the fighters were rewarded.

To know that the National Salesmens Training Association played no small part in supplying FIGHTING SALESMEN to assist Sales Managers who needed fighters is a source of great pleasure to me.

Our Employers' Service Department—which is a gratis service to both Employers and Members—was instrumental this year in placing hundreds of salesmen of the fighting, hard-hitting type where they were most needed. Many of them made enviable records for themselves—proving that FIGHTING plus TRAINING is a combination that even panicky periods cannot beat.

We can all take heart in the fact that "Business has turned the corner" and better times—much better times—are in store for us all. To these indications of better business let me add my sincere wish that the New Year will fully live up to expectations. And remember that our Employer's Service Department can at all times supply you with salesmen of the type that will help your ambition materialize. This service entails no expense or obligation on your part or on the part of the salesman.

Yours for more sales in 1922,

J. E. GREENSLADE

President National Salesmen's Training Association

National Salesmen's Training Association

53 West Jackson Boulevard, Chicago, Illinois

French Proverbs

By Ed Shanks

This year's edition of the dictionary still says that a buyer is a "person who buys." How do they get that way?

The police department of Chicago has just discovered that one of the reasons so many dealers visit the show rooms of Cribben & Sexton Company is that their leading model is shown daily on a platform with black velvet background, foot-lights, and—this is the worst part—the statement which attracted attention of the police was that bare legs were being shown. However, an investigation proved that the leading model of this company is their most beautiful stove.

A correspondent requests that we discuss in this magazine the brand new question, "Are salesmen born or made?" If the demand for material on this subject continues, we may settle it once and for all in this column by answering, "Never!"

In introducing C. J. Crockett, speaker at a recent meeting of the Chicago Association of Commerce, the chairman said: "Mr. Crockett is the sales manager and main-stay of the American Lady Corset Company." Some mistake must have been made because the appearance of so many American Ladies on the street seems to indicate that there are more than one main-stay.

A Wisconsin hardware salesman reports that merchants up his way need money. This is, of course, very unusual! However, this paragraph is for the purpose of calling attention to the extremes to which merchants will go to get money up there. The salesman was playing poker in the rear of one store and the merchant was winning. A lady customer entered the store and Mr. Merchant leaned over to the salesman, whispering: "Sh! Don't make any noise. Maybe she will go out!"

McIlhenney Heads Quaker City Sales Managers

L. L. McIlhenney, whose good work as sales manager for Stephen F. Whitman & Sons, candy manufacturers, is attracting national attention was elected president of the Sales Manager's Association of Philadelphia. The Philadelphia club is one of the oldest, if not the oldest of the existing sales manager's organizations, being founded twelve years ago by thirty sales managers, and has grown until its present membership exceeds one hundred. Other officers elected were Samuel B. Crowell, vice-president; J. LeRoy Smith, treasurer; H. G. Ford, secretary. The executive committee consists of J. Walter Keely, John T. Watson, Guy Gundaker, E. Miner Fenton, Charles A. Stinson, E. S. Berry, G. H. Jackson.

SALES MANAGEMENT

Personal Service and Supplies

Rates: 25c a line of seven words; minimum \$2.00.

POSITIONS WANTED

Salesman acquainted with the whole-sale grocery trade in the Southeast, thirty years of age, now employed and has a good record. Is open for a change. Box 1242, Sales Management, 1801 Leland Ave., Chicago.

Attention Sales Managers! This is your opportunity to recruit a man 28 years old with an excellent education, manufacturing and jobbing experience, ample references and a firm purpose to master salesmanship. Box 1245, Sales Management, 1801 Leland Ave., Chicago.

Sales Statistician wants position. Capable of analyzing sales, territories, expenses, competition and shaping results into reliable reports for guidance of sales manager. Can get results from trade or instill new selling ideas into salesmen by letter. Familiar with principles of advertising. Also willing to travel. Box 1246, Sales Management, 1801 Leland Avenue, Chicago.

New York Gossip

To offset the deadly sameness which has been prevalent in the candy business and to stir up new enthusiasm for candy-buying, Huyler's has—according to Mr. Chas. H. Dorrell, Sales Manager—put forth upon the market an elaborate line of novelties, which are being displayed and advertised quite extensively. All sorts of attractive designs are fashioned of fruit candies, while the ordinary hard candy is made into such popular figures as Mother Hubbard, Simple Simon, and Foxy Grandpa. Huyler's has also begun putting out a superior quality of assorted chocolates under the name of Gift Chocolates retailing at \$2.50 per pound. The new product is being boosted in large magazine advertisements, in which an appeal is made to the constant and more or less fastidious user of candy.

New York Laundry owners, among which are the heads of such large firms as the New York Linen Supply Company, the 20th Century Laundry Company, the Pilgrim Laundry of Brooklyn, the Dunkirk Laundry Company, are about to initiate a vigorous campaign for the winning of public favor for the public industry, with an eye upon making each and every person a laundry patron. This work is part and parcel of the nationwide activity of the Laundryowners' National Association. A conference of New York, New Jersey, Rhode Island, and Delaware laundry owners was held at Hotel Pennsylvania on Friday, Nov. 18th. A definite program was decided upon.

SALESMEN WANTED

The Dartnell Corporation has an opening for a man who is big enough to meet sales executives in varied lines of business and help them solve present day sales problems.

We are not looking for a one-time salesman or an ex-book agent. We want somebody who is or has been a sales manager, or who can talk with sales managers, not at them. We want a man who wears well, and who has the staying power to take hold of his territory and build it up. He should be in his early thirties, have at least five years' selling experience and be able to successfully handle salesmen. Address J. E. West, 1801 Leland Ave., Chicago.

PRINTING

HIGH GRADE PRINTING FOR HALF PRICE. Send stamps for samples of our high grade work and standardized price list that shows you in actual figures the money we can save for you. Geo. S. McGinley, 57-A, 1129 West Moyamensing Ave., Philadelphia, Pa.

Colgate's has already begun its Christmas Advertising Campaign. Under the heading of "Gifts with a Reputation," it lists in its advertisements all its products of toilet and boudoir use with particular stress upon the four Florient products. The "ads" bear the traditional illustration of the man laden with gifts trodding through the snow with a cheerfully illumined little house in the distance.

The Barbasol Company of Indianapolis has invaded the metropolis. It is distributing here to the public free full size tubes of its product. It stations its agents during the rush hours at the subway and elevated stations, and each male with a beard is presented with a sample. With each tube is accompanied a circular which describes the use of Barbasol and dwells upon its advantages—emphasizing the unique "No Rub, no lather, no brush, no hot water" feature.

One of the most talked of advertising campaigns in New York at the present moment is that of the Liggett & Myers Company in connection with Fatima Cigarettes. Its huge outdoor signs as well as its subway posters and periodical advertisements are of the photogravure type. The observer is impressed with the luxuriant air that characterizes these posters. They embody the old "man and woman" idea, but the couple is invariably set in a wonderfully rich surrounding. The old catch-phrase of "the sensible cigarette" has been discarded, and in its place appears "Of course it's a Fatima, Nothing else will do."